



Lee Kuan Yew  
School of Public Policy



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# global-is-asian

A Newsletter of the Lee Kuan Yew School of Public Policy



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YEARS  
AND  
GROWING

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global-is-asian

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Message from the Dean



CAN WE BUILD AN ECO-SYSTEM?  
Of course we cannot. Can we lay the foundations for and nurture an eco-system? Yes, we can (to quote US President Barack Obama).

This is probably the single biggest achievement of the Lee Kuan Yew School of Public Policy. Starting virtually from scratch in 2004, we have in the space of five short years nurtured and developed an eco-system of teaching, research, and learning that attracts great minds from all over the world.

This is not an exaggeration. In January 2004, the programme we inherited had 40 students from 13 countries. Today we have 337 students from 52 countries and territories. Our faculty and researchers come from 16 countries. In addition, we have five thriving research centres. In short, we have nurtured a rich, creative, and diverse eco-system of learning.

But it is not yet time to rest on our laurels. Our mission now is to go “from good to great.” We want to be recognised as one of the leading schools of public policy in the world. This is a bold ambition but it is eminently achievable. It helps that our School is part of the National University of Singapore (NUS), which has set equally bold goals. In his State of the University address on October 30, 2009, Professor Tan Chorh Chuan, the President of NUS, said: “Both the growth and the challenges of Asia hold great opportunities for NUS. There will be a pressing need for better research and understanding, and for more innovative solutions ranging from clean water and energy, to urban planning and building design, to community building and smart transportation systems, among many others. I believe the Asian Renaissance can substantially hasten NUS’ rise as a leading global university, and that the first strategic adjustment for NUS is to intensify our efforts to make our university a pre-eminent knowledge centre on Asia.”

Our School can contribute significantly to the realisation of NUS’ goals. Indeed, the first leader of the NUS Global Asia Institute is a member of our School’s faculty, Dr. Seetharam Kallidaikurichi E.

The School is also helped by the many productive partnerships it has established, from the long-standing one with the Harvard Kennedy School to the new partnerships in the Global Public Policy Network. One new partnership that we have developed is truly historic. The University of Tokyo is clearly Japan’s premier university. Since its founding in 1877, it has not established a double-degree partnership with any foreign university. The first one that it has ever signed is with the Lee Kuan Yew School of Public Policy.

In short, the school has all the ingredients in place to succeed in its mission of going “from good to great.” We have an exciting journey ahead of us in the next five years. We hope that this issue of *Global-is-Asian* will give some useful insights into some of the key achievements of the school as well as some of our ambitious plans for the future.

To quote Obama again: “Yes, we can.”

Kishore Mahbubani

The Lee Kuan Yew School of Public Policy celebrated on September 2 the fifth anniversary of its establishment as an autonomous graduate school of the National University of Singapore.

LEE KUANYEW SCHOOL  
CELEBRATES

# Fifth Anniversary

WITH GALA DINNER



**TO MARK THE OCCASION**, the School hosted a gala dinner for 800 guests, including government ministers, ambassadors, business and civil-society leaders, the school's governing board, faculty, and students.

Tracing the growth of the school, Dean Kishore Mahbubani described it as one of the "most diverse schools of public policy in the world" with 337 students from 52 countries and territories. After Singapore, the three countries that provide the largest numbers of students in the 2009 cohort are India, China, and the US, which are predicted to have the largest economies in 2050.

The school's strategic location in Singapore provides students with "some of the best public policy laboratories in the world," Mahbubani said. "Our students have a unique competitive advantage."

Singapore Minister Mentor Lee Kuan Yew was the guest of honour and participated in a dialogue session with the guests.

"The success of the LKY School owes a lot to the founding fathers of Singapore whose legacy of principles, policies, and institutions continues to amaze and often inspire the rest of the world," Mahbubani said.

Minister Lee, who was Singapore's prime minister from 1965 to 1990, is widely credited with transforming Singapore from a colonial backwater into a modern first world country within a single generation.

In a dialogue with students and guests, Minister Lee stressed the need to engage youth from China.

"I tell my American friends, I won't worry about them (China) today," he said. "You've got tens of thousands of Chinese students. You give them a bad time, they will go home and nurse a grievance. But if you accept them, it's a different world."

During the gala dinner, the School honoured new donors who made contributions to the School from March 2007 onwards. Since then, the School received pledges for new donations amounting to S\$28.5 million, from both individual and corporate philanthropists. Donors who gave S\$1 million or more, received a memento from Minister Mentor Lee. Deputy Prime Minister Teo Chee Hean recognised other donors for their generosity.

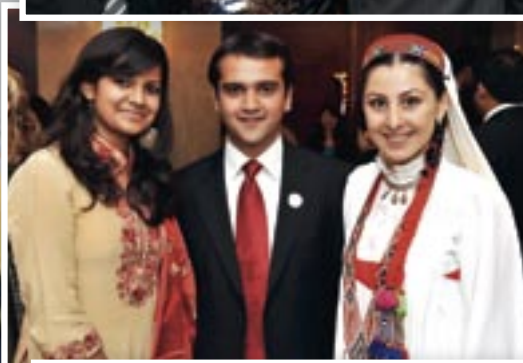
In his address to the gathering, Mahbubani said the school exceeded its target of raising S\$5 million for this 5<sup>th</sup> Anniversary.

"I am pleased to announce today that the LKY School has raised S\$16.5 million," he said. "After including the Government's matching grants, we will have raised S\$33 million, far exceeding our initial target."

The dinner was also attended by Deputy Prime Minister and Minister for Defence Teo Chee Hean; Minister for Foreign Affairs George Yeo; Minister, Prime Minister's Office, Lim Boon Heng; Minister for Finance, Tharman Shanmugaratnam; Minister, Prime Minister's Office and Second Minister for Finance and Transport, Lim Hwee Hua; Minister for Law and Second Minister for Home Affairs, K Shanmugam; and Senior Minister of State for Foreign Affairs Zainul Abidin Rashid. **gisa**



## HIGHLIGHTS from Gala Dinner



### LKY SCHOOL MILESTONES

**16 SEP 2003** > Announcing the establishment of the Lee Kuan Yew School of Public Policy

*"I am pleased to announce that we will set up a school of public policy at the National University of Singapore. The school will be named the Lee Kuan Yew School of Public Policy. Naming the School after Senior Minister is a fitting and lasting recognition of the role he has played in achieving First World status for Singapore. It is also a tribute to his deep insights on the issues and challenges facing Singapore, the region and the world."*

Then Prime Minister Goh Chok Tong, at Senior Minister Lee Kuan Yew's 80<sup>th</sup> Birthday Dinner

**16 AUG 2004** > Launch of the LKY School

*"The LKY School will strive to become a global centre of excellence in the study of public policy. I expect that it will develop expertise in a range of areas relevant to Asian nations, ranging from the study of industrial and trade policies, financial regulation and monetary management, the restructuring of state-owned enterprises and agricultural reform, health and education, transport policies and international arrangements to boost collective prosperity."*

Tharman Shanmugaratnam, Minister for Education and Guest-of-Honour

**04 APR 2005** > Official opening of the LKY School



Minister Mentor Lee Kuan Yew at the official opening of the school

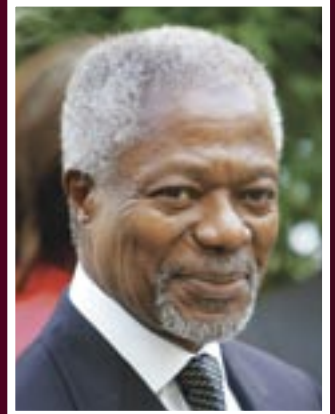
**JUL–AUG 2006** > LKY School launches Senior Management Programme and Master in Public Administration

**AUG 2006** > Launch of the LKY School's first two research centres - Asia Competitiveness Institute and the Centre on Asia and Globalisation

**14–15 SEP 2006** > LKY School hosts the Raffles Forum



Professor Amartya Sen & Martin Wolf, Chief Economics Commentator, Financial Times. The forum, entitled Good Governance and the Wealth of Nations, was held in conjunction with the IMF/World Bank 2006 Annual Meeting. It brought together over 250 eminent individuals, including Ministers, Central Bank Governors, Nobel Laureates, and senior business and government executives.



The Lee Kuan Yew School of Public Policy marked its 5<sup>th</sup> anniversary by announcing the appointment in early 2010 of former United Nations Secretary-General and Nobel Laureate Kofi Annan as the first Li Ka Shing Professor.

The professorship was established in the name of Hong Kong businessman Li Ka-shing, who donated \$100 million to the school's endowment fund in March 2007.

Annan and the UN jointly received the Nobel Peace Prize in 2001 for working for human rights and to defuse global conflicts.

OCT-NOV  
2006

LKY School launches concurrent degree and double degree with NUS Business School and Law Faculty

DEC  
2006

LKY School moves into permanent facilities on the Bukit Timah Campus of the National University of Singapore



10 JULY  
2007

LKY School joins the Global Public Policy Network

The LKY School becomes the first institution outside Europe and North America to join the GPPN network and establishes double degrees with the LSE, Sciences Po, Paris and SIPA, Columbia University.



4 SEP  
2007

Li Ka-shing Dedication Ceremony

*"I believe in the future of this institution and in its mission to be a centre of excellence for research and education in the field of public policy & public management. I am pleased to be a part of this noble endeavour. Success here will be defined by the influence of those who learn here. It will be defined by their service to others. It will be defined by their influence in their communities and nations."*

Dr Li Ka-shing

4-6 DEC  
2008

LKY School inaugurates the S.T. Lee Project on Global Governance



Minister George Yeo & Strobe Talbott, President, The Brookings Institution

6 DEC  
2008

LKY School hosts BBC World Debate "Will the 21<sup>st</sup> Century Be the Asian Century?"



Nik Gowing, BBC World News



# LKY School Celebrates 5<sup>th</sup> Anniversary The Right Place at the Right Time

As the LKY School marks its 5<sup>th</sup> anniversary, Vice Dean Stavros Yiannouka offers his thoughts on the School's role amid the profound changes taking place due to the forces of globalisation.

PERHAPS IT IS SERENDIPITY or just my own propensity to leave things to the last minute, but I started writing this article on November 9, 2009, the 20<sup>th</sup> anniversary of the fall of the Berlin Wall. The dismantling of the barrier that for decades had divided a city, a continent and the planet into two irreconcilable, ideological camps, has had a profound impact on the course of world history. While the event is rightly celebrated for its symbolic contribution to reuniting Germany and Europe, arguably the greatest beneficiary from the fall of the wall has been Asia.

Although China's opening to the world had begun a decade earlier, the fall of the wall accelerated the pace of reform beyond the tipping point where it might have easily been reversed. Asia's other giant, India, began its own transformation shortly after 1989 and ASEAN embraced Cambodia, Laos and Vietnam, nations that had for decades lain on the other side of the ideological divide, together with Myanmar. Thus freed from having to pick sides in a conflict not of their own making, the nations of Asia began their remarkable transformation, prompting some notable commentators to speak of an "irresistible shift of power from West to East".

Rather than frame the rise of Asia in terms of a power shift, I prefer to think that the end of the Cold War was one of the most important conditions precedent for the phenomenon popularly referred to as globalisation. And whether we care to admit it or not, as a consequence of globalisation, we are today living in a global commonwealth, one that is economically, politically and even socially intertwined as never before.

The Lee Kuan Yew School of Public Policy is a small by-product of this global commonwealth and it too had much to celebrate and remember in 2009.

The School celebrated the fifth anniversary of its establishment as an autonomous graduate school of the National University of Singapore. Reflecting on the remarkable journey that the School has taken over the past five years, it is hard to imagine that any of this would have been possible but for the events of November 9, 1989. Put simply, the School was established in the right place but (more importantly) also at the right time.

By August 16, 2004, when the School was formally established, globalisation and its main beneficiaries in Asia

had built-up sufficient momentum that not even the multiple shocks of the Asian financial crisis, terrorism, the bursting of the dot-com bubble and SARS, could deflect. Moreover by then, the world had also come to realise that its most pressing challenges were no longer traditional great power rivalries and inter-state conflict. Rather, these challenges – environmental degradation, the spread of infectious disease, resource scarcity, extreme poverty and income inequality, failing and failed states – were rooted in what had traditionally been seen

as domestic policy concerns but with the added twist that because of globalisation, they now had global resonance. Thus by 2004 the local had become global and the global, local.

This was therefore the perfect context in which to launch a global school of public policy situated in Asia's most globalised city. Being in the right place, at the right time therefore has been a key ingredient of the School's success thus far. However, this alone was never going to be enough. In his book *Outliers: The Story of Success*, author Malcolm Gladwell lists the three key ingredients of success: (1) Being good enough; (2) Hard work; and finally (3) Seizing the opportunity by being in the right place at the right time.

There is little question that the LKY School was good enough to succeed. It was and is, after all, an integral part of the National University of Singapore, long recognised as being one of Asia's, and indeed the world's, best universities. This meant that its faculty had already been subjected to the full rigours of working for a leading, research-intensive university. In addition, through its long-standing relationship with the Harvard Kennedy School, the School could draw on the experience of one of the world's most prestigious public policy

educational institutions. Finally, the School was also endowed with arguably the most recognisable and respected brand in the field of governance, east of the Suez. All of which leaves us with hard work. And here it is a fitting place to pay particular tribute to the staff of the LKY School. Like the ordinary men and women who on November 9, 1989 dismantled the Berlin Wall brick by brick, so too our staff work tirelessly every day, far from the limelight, this time not to dismantle but to build our School; one course, one seminar, one public lecture and one student at time. **gisa**



**“Rather than frame the rise of Asia in terms of a power shift, I prefer to think that the end of the Cold War was one of the most important conditions precedent for the phenomenon popularly referred to as globalisation.”**

# Global Inaction on Global Warming

In the wake of the United Nations Conference on Climate Change in December, Associate Professor Shreekanth Gupta argues that collective action is urgently needed to reduce the risks associated with global warming.



**GLOBAL WARMING** caused by rising concentrations of heat trapping gases in the Earth's atmosphere poses a clear and present danger. Left unchecked it has the potential to unravel the entire fabric of human civilisation. The international community has failed to take meaningful collective action to address this threat, largely because of the intransigence of the United States, the world's biggest current and cumulative emitter of greenhouse gases.

The Nobel prize winning Intergovernmental Panel on Climate Change (IPCC) in its report in 2007, unequivocally pointed to a warming world with frequent extreme weather events (droughts, floods, hurricanes, cyclones), rising sea-levels, retreating glaciers, and failing monsoons. Since then, evidence shows the pace of global warming and its pernicious effects to be even worse than IPCC projections.

Equally significant, it is human activity that is contributing to global warming through burning fossil fuels and deforestation. A key problem with heat trapping gases (also known as greenhouse gases or GHGs) is they are long-lived—once released they can stay in the atmosphere for up to 100 years. Thus, a ton of CO<sub>2</sub> emitted by industrial revolution-era Britain in the late 1800s is almost as bad as a ton of CO<sub>2</sub> emitted by China today.

One can compare GHGs in the atmosphere to water in a gigantic barrel. What we spew into the atmosphere today is the water pouring into the barrel as the level rises to the danger mark. While we cannot do anything about what is already in the barrel, we can reduce the flow into it.

But it is useful to keep in mind the problem is not caused by the flow but by

the stock of GHGs in the atmosphere. The European Union, with 16 percent of current emissions, accounts for nearly 27 percent of cumulative emissions, ranking second only to the United States. For the United Kingdom, an early industrialiser, the difference is even more pronounced: its historic share is nearly three times its current share. Conversely, the historic share for many developing countries is sharply below their current share of global emissions. China and India's cumulative shares (7.6 percent and 2.2 percent, respectively, since 1850) are only half their current shares.

## Urgent Collective Action

Rapid and deep cuts in GHG emissions are essential to prevent dangerous increases in global temperatures with potentially catastrophic consequences for humankind. Achieving these reductions in a relatively short time (next two to three decades) and adapting to the global warming that would still occur residually, is a gigantic task and requires efforts on a commensurate scale.

Action by the world community, however, under the aegis of the UN, has so far led to little progress. In 1992 countries agreed to a non-binding convention, the UN Framework Convention on Climate Change (UNFCCC), which set no limits on GHG emissions for individual countries and contained no enforcement mechanisms. Its key positive feature was the acknowledgment that countries had "common but differentiated" responsibilities since they were at different levels of development and also because of historic contributions (recall the water in the barrel).

It has been frustratingly difficult to operationalise this key concept into meaningful collective action largely because the US refuses to make meaningful concessions. For example, UNFCCC provides for updates called "protocols" that set mandatory emission limits and the principal update is the Kyoto Protocol, which came into force in 2005 and whose commitments are for the period 2007-12. The US is the only country in the world that has refused to ratify the Kyoto Protocol. As the world's richest and most polluting economy, it is also the biggest stumbling block in current discussions at Copenhagen and beyond on global action after the first commitment period ends in 2012.

*continued on page 6 >*

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The Obama administration, preoccupied with foreign policy and domestic issues, has not gone beyond symbolic gestures in engaging with the global community and in committing resources for the problem. What is worse, the US has made its action on climate change conditional on emission limits in emerging economies such as China and India. Not only does this ignore its dubious distinction of being first in cumulative emissions but also its huge current carbon footprint—an American on average emits 20 tons of CO<sub>2</sub> every year compared with 3.5 tons for a Chinese and 1.1 tons for an Indian (comparable figures for EU/Singapore are 10 tons per person). At a time when developing countries are struggling to eliminate poverty including energy poverty (56% of rural Indian households lack access to electricity), the US stance is unconscionable to say the least.

The problem of global warming cannot be solved until the rich nations, particularly the United States, agree to allocate substantial resources to address the problem. While estimates vary widely, a reasonable lower bound is in the order of US\$200-400 billion annually. This figure could be juxtaposed against billions of dollars spent on bailing out reckless American financial institutions or the war in Iraq (estimated at US\$3.5 trillion by the US Congress).

The most transparent and objective manner in which this resource allocation can occur is through the creation of a global carbon market and the assetisation of the global atmospheric commons coupled with an equitable distribution of these assets. Every human being should have an equal share of the atmospheric commons. In other words 'the right to emit' under a global carbon market should be equal for someone in Bangladesh and in the US. If this right were pegged at approx 3-4 tons of CO<sub>2</sub> per person, which is about the 'safe' limit, then any country that wanted higher levels on average would have to buy this right.

This in essence is how markets work—property rights are traded at a prevailing price and in that exchange is implicit a transfer of money. When it comes to global warming, so far it seems rich market economies, especially the US, are not willing to let markets work their magic since this would imply huge wealth transfers. Well, they will not be able to have their cake and eat it too since at this rate there will be no 'cake' (read planet Earth) left! **gisa**

## University of Tokyo Signs Historic Double Degree Agreement with LKY School

THE UNIVERSITY OF TOKYO'S Graduate School of Public Policy signed an agreement with the LKY School establishing a double degree programme with the LKY School's Master in Public Policy. This is the first double degree programme offered by the University of Tokyo since its founding in 1877.

Students will have the opportunity to study for one year at their own university and one year at the partner university to earn two degrees. There will be a maximum of five students participating from each school each year. This coincides with the launch in early 2010 of the University of Tokyo's first English-language Master in Public Policy. To fill that class, the University of Tokyo is actively recruiting students from all over Asia and offering scholarships, with a target class size of 25 students.

"It's an honour for the LKY School to be part of the first double degree programme at the University of Tokyo," said LKY School Vice Dean Scott Fritzen. "It marks an attempt by our school to reach out to the Japanese market. We'd like to see the number of Japanese students at our school double in the next few years."

The double degree was preceded by a one semester student exchange program between the two institutions. The University of Tokyo also hosted an intensive conference with participation by the LKY School, Sciences Po, and Columbia SIPA on how to maximise the value of double degree programmes.

"The approach the University of Tokyo is following is very thoughtful and thorough," Fritzen said. "We would love to see the partnership deepen further through an exchange of faculty in the future."

There have been several visiting fellows from the University of Tokyo in the past few months and a delegation of University of Tokyo students and faculty attended the Global Public Policy Network conference at the LKY School in November. **gisa**





## LKY School, ADB Sign Agreement to Strengthen Ties

**THE LKY SCHOOL SIGNED** a milestone agreement with the Asian Development Bank (ADB) that will establish closer ties between the two institutions through the transfer of information, knowledge, and staff.

ADB President Haruhiko Kuroda and LKY School Dean Kishore Mahbubani signed a Memorandum of Understanding (MOU) on October 9 that formalises a long association of knowledge sharing between the two institutions.

“Today marks a milestone occasion for both the Lee Kuan Yew School and the ADB,” said Kuroda, speaking at the signing ceremony in Singapore. “With further exchange of ideas and information, both the Lee Kuan Yew School and ADB will have opportunities to make important contributions to the development of the Asia Pacific region.”

The MOU provides for the secondment of an ADB staff member



as an ADB Visiting Professor at the LKY School. Staff members will also be invited to be resource speakers for the other institution, and programmes and other initiatives will also be undertaken. Collaboration programmes will include public policy, public management, and public administration. The research programmes will promote public management, good governance, knowledge management, and sustainable development.

“We are pleased to enter into this memorandum of understanding with the ADB which focuses primarily on an exchange of talent and expertise,” said Mahbubani. “The Lee Kuan Yew School views the ADB as a key partner and I am certain that the exchanges of personnel will be mutually beneficial as they help to enrich the content of our programmes and significantly broaden the impact of our work.” **gisa**

## LKY School, Republic of Tatarstan Sign Agreement

TEXT | **AIGERIM BOLAT**

**THE LKY SCHOOL AND THE GOVERNMENT** of the Republic of Tatarstan signed an agreement on cooperation and friendship at the school on September 29.

The agreement was signed by Kishore Mahbubani, dean of the LKY School, and Rustam Minnikhanov, prime minister of the Republic of Tatarstan.

Minnikhanov was accompanied by several delegates from Tatarstan including Yuri Kamaltynov, president’s chief of staff, Marat Safiullin, minister of economy, Iskander Muflihanov, aide to prime minister on foreign economic activity, and Taliya Minullina from the Ministry of Economy.

After signing the agreement, Minnikhanov and Mahbubani and their colleagues discussed future cooperation between the LKY School and the Republic of Tatarstan.

Minnikhanov lauded Singapore for its efficiency and well-managed education system. He said it is very important for Tatarstan to educate its people to the same high standards.



The Tatar Government will continue to send government officials to be trained at the LKY School. Minnikhanov added that all government officials who attended a previous executive education programme at the LKY School, including two who work in the prime minister’s office, have benefitted from the training. **gisa**

## LKY School, NUS Business School Launch Chinese-Language Masters Programme



**THE LKY SCHOOL IS LAUNCHING** its first Chinese-language programme, the Master in Public Administration and Management, in collaboration with NUS Business School.

The ten-month programme slated to begin in March 2010 is targeted at senior Chinese officials from central, provincial and municipal governments. The programme will provide an innovative integration of public administration and business management education. It includes overseas study visits to regional countries and the United States.

“Countries in Asia are riding on the wave of globalisation and are enjoying the benefit of being in a rapidly growing region,” said Bernard Yeung, dean of NUS Business School. “The public and business sectors are increasingly appreciating the unique value available from working jointly to gain from this growth. Asia needs leaders with a global view and understanding of both sectors.”

The students will have extensive exposure to public policy and management issues in Asia and globally through several modules that evaluate business and policy-related issues. They will also have a short attachment in government organisations, statutory boards, or government-linked companies.

“Candidates will be able to enhance their effectiveness in management and decision-making, sharpen policy analysis skills, improve leadership abilities, and develop a greater appreciation for and capacity to deal with complex multi-dimensional policy issues and critical challenges facing Asian countries,” said Kishore Mahbubani, dean of the LKY School.

For more information, please visit [www.mpam.nus.edu.gisa](http://www.mpam.nus.edu.gisa)

## LKY School Publishes Report on International Studies in India Workshop

TEXT | PREM DAMODARAN



■ Muthiah Alagappa, Distinguished Senior Fellow, East West Centre

**WITH THE RISE OF INDIA** as a leading global economic power, there is increasing student interest in international studies in the country. With that in mind, a “Workshop on International Studies in India” was held in March 2009 at the LKY School. The workshop brought together intellectuals and academics with firsthand knowledge of the subject to examine the state of existing programmes in international studies (IS) at Indian universities.

The consensus was that the few courses being offered currently do not reflect the shifts in global dynamics and India’s position as an emerging international player. Participants at the workshop looked into the potential for introducing contemporary, well-designed and structured programmes.

A 34-page report resulting from the workshop, and authored by Muthiah Alagappa, Distinguished Senior Fellow, East West Centre, was published by the LKY School in December. The pioneering report hopes to plug existing gaps in the area and be seen as the initial spadework in the process of building world-class institutes of IS in India. The report proposes introducing updated IS courses at Indian universities to equip students from government ministries, educational and research institutions, think tanks, media and international organizations with analytical and methodological skills in the area of study. It is hoped that by 2025, India will be home to world-class institutions in international studies. **gisa**





## LKY School Named “Research Centre of Excellence” by Rockefeller Foundation

**THE LEE KUAN YEW SCHOOL OF PUBLIC POLICY WAS AMONG** three Singapore think tanks on the list of 29 “research centres of excellence” in Asia recognised by the Rockefeller Foundation in December.

The New York-based foundation, which runs an Asia office in Thailand, plans to use the list to guide its work and projects in Asia. The foundation funds a wide range of research worldwide in areas such as climate change, social entrepreneurship, and healthcare. LKY School Assistant Dean (Executive Education) and Director (Research) Astrid S. Tuminez said the school’s inclusion underlines the relevant and rigorous policy analysis and scholarship of faculty and research fellows, and should encourage Asian institutions to invest more in research.

“The tradition of research is very strong in the West,” she said. “But in Asia, many countries in the region are not funding research work.”

The other two Singapore institutions named were the Institute of Southeast Asian Studies and the Asia Research Institute. Other centres on the list include Indonesia’s Centre for Strategic and International Studies, India’s Indira Gandhi Institute for Development Research, and Thailand’s Asian Institute of Technology.

The 29 institutions were shortlisted from an initial 80, which were identified based on the relevance of their research areas to those set out by the foundation. These areas included poverty and development, globalisation and equity, health systems and agricultural systems.

The criteria included the institution’s network and collaborative relationships in the region, the quality of research and research staff, its ability and interest in shaping policies and communication of research results. **gisa**

## LKY School Receives Two Grants from Rockefeller Foundation

TEXT | **KEYA CHATURVEDI**

**THE LEE KUAN YEW SCHOOL OF PUBLIC POLICY HAS BEEN AWARDED** two research grants by the Rockefeller Foundation, a major American philanthropic institution based in New York.

The first grant of US\$250,400 (S\$350,560) will focus on Trends Monitoring in Southeast Asia, with emphasis on three areas: 1) Trade and Investment Facilitation; 2) Health Systems; and 3) Energy Security and Policy. These areas represent key issues of public policy and are critical for future growth, economic security, and poverty alleviation in the region.

The lead investigators for this project are faculty members Darryl Jarvis, Phua Kai Hong, and Benjamin Sovacool. The Trends Monitoring project will run for two years. In addition to research and writing activities, the project will also include an annual conference involving regional and global policy makers and thought leaders to discuss key trends in the areas of health, energy, and trade and investment facilitation. Additional funding for the project is expected from the Centre for Strategic Futures in Singapore.

The second grant of US\$182,000 (S\$255,000) from the Rockefeller Foundation is for a project called “Valuing the Social Impact of Sustainable Asian Social Enterprises,” to be run by LKY School Adjunct Associate Professor Durreen Shahnaz. The aim of the proposed research is to determine an effective social valuation method for sustainable social enterprises in Asia and to engage relevant players to embrace such a social valuation method to assist further growth in the field.

The ultimate effect of a social valuation method that is widely used, referenced and respected by social enterprises, investors, and the public at large will be significant – by promoting clearer management and accountability across investees and investors, increasing transparency of and accessibility to the social marketplace, and providing a successful enabling environment for greater social impact. The field work for this research is already underway in Bangladesh, India and Thailand. **gisa**

## Taiwanese Officials Study Globalisation and Efficiency Management



THE LKY SCHOOL COLLABORATED with the Civil Service College to deliver an executive programme for senior officials from Taiwan (ROC) on “Globalisation and Efficiency Management.” The programme was held December 3-4 and was taught by LKY faculty Scott Fritzen, Huang Jing and Wu Xun and Ambassador Lam Chuang Leong. The 40 executives represented various Taiwanese ministries and departments, including Ministry of Foreign Affairs, Ministry of Education, Central Bank of the Republic of China (ROC), and Government Information Office. Over the two days, the participants learned about Creating Public Value in the Public Sector, Management of Uncertain and Complex Environment, Globalisation and Political Changes in China, and Innovations in Singapore. [gisa](#)

## LKY School, Microsoft Collaborate on Innovative Government Programme

THE LKY SCHOOL CONDUCTED its third Innovative Government: Public Sector Executive Programme for Microsoft on Dec 2-4. The programme entitled “Innovation in ICT for the Road to Economic Recovery” was designed specifically for Microsoft, with inputs from LKY faculty and Microsoft Corporation.

Examples of Information Communication and Technology (ICT) innovations in different contexts were illustrated through two cases –one that highlighted rural applications from India and another from Singapore, which both looked at application of ICT to improve coordination across agencies and enhance service delivery. The participants, 28 senior information and telecommunication government officials from Singapore, Bangladesh, Vietnam, Malaysia, Philippines, Indonesia, Thailand and Sri Lanka, as well as 12 Microsoft staff, learned about the impact of cutting-edge technologies such as cloud computing. Additionally, the participants also discussed regulatory and policy issues, including security policy and interoperability. The participants lauded the interactive teaching methodology, use of case studies by faculty, and the overall management of the programme by Executive Education staff. [gisa](#)





## LKY Faculty Teach Public Sector Management in Central Asia



**LKY SCHOOL FACULTY CONDUCTED** the Public Sector Management Course (PSMC) in the capital cities of Kazakhstan and Kyrgyzstan on November 2-6 as part of the Leadership Development Initiative (LDI) of the Central Asia Regional Economic Cooperation (CAREC) Programme of the Asia Development Bank (ADB). LKY School faculty Scott Fritzen and Eduardo Aralar taught Public Sector Management and Public Sector Finance, respectively, during two-day programmes in each city, Astana and Bishkek.

The PSMC is a capacity-building initiative of the ADB, which aims to provide middle-level government officials with updated knowledge and skills in public sector management and finance. Participants of the course were exposed to modern tools and best practices that will strengthen government institutions and enhance accountability, transparency, and efficiency in the use of public resources.

Among the specific skill sets and knowledge areas for mid-level managers addressed in the course were: planning; decision making; partnerships and networking; managing financial resources; and leadership, innovation, and change. **gisa**



## LKY School Teaches MAS Diploma Module on Public Policy

**AS A TRAINING PARTNER** of the Monetary Authority of Singapore (MAS), the LKY School conducted the elective module on public policy for the MAS Diploma in Central Banking. The Diploma, conducted by the MAS Academy, provides entry level officers with broad-based knowledge and understanding of the MAS' key functions, core values and ethics. Through close collaboration with MAS, Wu Xun, assistant professor at the LKY School, designed the programme to cover a range of topics that are pertinent to the public policy-making process, and policy analysis. Particular emphasis was placed on the process of policy development, analysis, evaluation, and implementation in the financial sector. The three-day programme was attended by 22 participants. **gisa**

UNIVERSITIES FOR A GLOBAL SOCIETY



**Lee Bollinger**  
President,  
Columbia Univeristy

Universities must adapt to the fast pace of globalisation by building international partnerships and collaborative projects across borders, Bollinger said. He lamented the lack of general knowledge about foreign countries of many scholars and students, the decline of interest in the social sciences, and excessive specialisation.

“Universities by nature adjust slowly. When events change rapidly it takes time for research agendas and curricula to change. We need explorers as well as scholarly experts. Universities tend not to favour explorers.”

ECONOMIC CRISIS AND ASIA

“Asia’s influence in reshaping the global economy has never been stronger. Restructuring the global financial system is a longterm process but the debate must start now.”

**Haruhiko Kuroda**  
President,  
Asian Development Bank

The financial crisis highlighted the need for Asia to assume greater responsibility and a greater role in the global theatre to prevent future crises, Kuroda said. Asia must accelerate regional cooperation and institution building.



SUSTAINABLE HUMAN AND SOCIAL DEVELOPMENT



**Luis Alberto Moreno**  
President of the  
Inter-American  
Development Bank

The world has become increasingly interdependent and self-sufficiency has become a discredited model, Moreno said. Flexibility and a nimble attitude are essential. Singapore has blended long-term strategic planning and preparation with adaptability to changing times.

“No place is too small or too impoverished to succeed in this world. Singapore provides real proof of the dividends available to those who embrace the rest of the world. It is a monument to the ideal of economic interdependence.”



## GOOD GOVERNANCE AS INSTITUTIONAL SUSTAINABILITY



**Surin Pitsuwan**  
ASEAN Secretary-General

Pitsuwan attributed the failure of institutions to address modern-day crises, including the past and recent economic crisis and climate change, to the absence of capable, visionary leadership. The new generation of leaders needs to rise to the challenge to transform institutions and infuse them with new values to increase their efficiency, he said.

“To build sustainable institutions, we need to start with creative, courageous, willing, effective leadership. We are currently facing a crisis: there is lack of able leadership with foresight, efficiency, and ability.”

## USTRIDE POLICY AND POLITICS VIS-À-VIS ASIA

“While the Obama administration does appreciate the importance of trade and the US economy, what they clearly have not decided is how to build a comprehensive, cohesive trade policy. They have not figured out how to reconcile election rhetoric with reality.”

**Susan Schwab**  
Former US Trade Representative

It is of upmost importance that the world doesn't see a further closing down of national economies to international trade. This in the long term will be detrimental to national and international economic growth, Schwab said.



## COMBATING CLIMATE CHANGE



**Matti Vanhanen**  
Prime Minister of Finland

The European Union is at the forefront of combating climate change, but action by the EU is not enough to make a significant difference in global warming. Vanhanen urged all countries to assume their fair share of responsibility.

“Climate change knows no boundaries and its consequences may be terrifying. We have no other option but to act. All parties to negotiations need to inject a new momentum into the process. Rapidly growing economies must find a new path of industrialisation.”

# ACI Launches Programme to Enhance Vietnam's Competitiveness

TEXT | NINA HO

THE ASIA COMPETITIVENESS INSTITUTE (ACI) embarked on a collaborative project with the Vietnamese government to enhance the country's competitiveness. ACI is working in close partnership with several Vietnamese government agencies and think-tanks to build institutional capacity and develop capabilities in the country. This strategic initiative is in line with and contributes to ACI's mission to help develop ASEAN countries. As part of the programme, ACI will recommend appropriate strategies, models and measures for enhancing the country's economic growth and development.

"We are excited that ACI is involved in this meaningful project that can potentially contribute to Vietnam's economic development in the long term and ultimately enhance the standard of living of its local community," said Neo Boon Siong, director of ACI. "Tapping on the competitiveness framework and concepts developed by Michael E. Porter of Harvard Business School, we hope to present our Vietnamese partners with our analyses and perspectives on key issues facing the country with recommendations to improve its level of prosperity."

Three Memorandums of Understanding (MOU) have been signed with the Central Institute for Economic Management (CIEM), Vietnam Chamber of Commerce and Industry (VCCI) and General Statistics Office (GSO). ACI is working in collaboration with these three strategic partners in the areas of training and education, research, and competitiveness studies. In the past year, ACI has organised and hosted several high-level events and visits: **gisa**

## December 2008

ACI organised a visit in December 2008 for Michael Porter, who is also ACI's chairman, to Vietnam where he addressed business and government leaders in both Hanoi and Ho Chi Minh City. An initial analysis of Vietnam's competitiveness was submitted to Prime Minister Nguyen Tan Dung

ACI Director, Neo Boon Siong and Michael Porter at a meeting in Hanoi with Vietnamese Prime Minister Nguyen Tan Dung



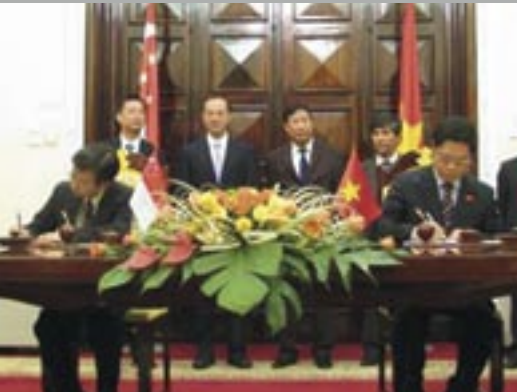
## April 2009

ACI hosted an official visit by a delegation of 11 members from the Vietnam National Assembly, led by Vice President Nguyen Duc Kien. Vu Minh Khuong, ACI's faculty leader for the Vietnam Programme, and Neo Boon Siong made a presentation on the global economic crisis and the implications for Vietnam.

Neo Boon Siong exchanging greetings with Nguyen Duc Kien, Vice-President of the Vietnam National Assembly







Neo Boon Siong signing the MOU in Vietnam on behalf of ACI

## August 2009

ACI hosted two senior officers from the General Statistics Office (GSO) of Vietnam. An MOU was signed to seal cooperation in the areas of data sharing and analysis. The GSO guests also met up with their counterparts at Singapore Department of Statistics for an exchange of experiences on national data collection.

In the same month, ACI organised a workshop for a delegation from VCCI to study the Singapore strategy and programmes for developing local enterprises. The delegation attended seminars led by Vu Minh Khuong and Neo Boon Siong and made study visits to several Singapore government agencies and business firms.

## May 2009

ACI signed two strategic MOUs with the Central Institute for Economic Management (CIEM) and the Vietnam Chamber of Commerce and Industry (VCCI) in Hanoi, witnessed by Singapore's Foreign Minister George Yeo and Vietnam's Deputy Prime Minister Pham Gia Khiem.

ACI also recruited Do Hong Hanh, who is based in Hanoi, as its first overseas country representative for Vietnam. She leads ACI's engagement with local partners and coordinates projects with ACI's faculty and research fellows based in Singapore.

## October 2009

Christian Ketels and Neo Boon Siong led a competitiveness workshop in Hanoi for 100 senior officials and business leaders, covering an analysis of Vietnam's competitiveness rankings and Singapore's development experience. They also started collaborative discussions with ACI's strategic partners on the Vietnam Competitiveness Report.



## July 2009

Vietnam's Deputy Prime Minister Hoang Trung Hai attended ACI's 3<sup>rd</sup> International Advisory Panel meeting where ACI's programme for Vietnam was discussed. DPM Hai shared his perspective on Vietnam's economic development and requested that ACI work with CIEM on a competitiveness study of Vietnam, and present the findings and recommendations to Vietnamese leaders in mid 2010.

Vietnam Deputy Prime Minister Hong Trung Hai (centre) in discussion with IAP members on ACI's Vietnam programme

# CAG Convenes Workshop on Global Health Governance

TEXT | SUNG LEE

The Centre on Asia and Globalisation (CAG) convened a workshop of the Global Health Governance (GHG) Study Group at the Bellagio Rockefeller Foundation Centre, Bellagio, Italy on September 28-30 to agree on a common analytical framework. The GHG Workshop was attended by 15 researchers based in Asian, European and North American institutions.

**THE BELLAGIO WORKSHOP** on Global Health Governance is part of the Centre's S.T. Lee Project on Global Governance, a three-year, multi-disciplinary research project to develop insights and recommendations on how to govern a world that includes an increasingly important Asian region.

"This is a groundbreaking programme of research that seeks to fill an important gap in existing knowledge, namely Asia's role in global health governance," said Dr. Kelley Lee, co-chair of the study group. "We hope that the results of the project will help to shift perceptions of Asia, not simply as a source of global health problems such as pandemics, but also as a potential source for their solution. Asian countries are increasingly keen to engage in collective actions to protect and promote global health, and better knowledge to underpin such engagement is thus urgently needed."

The project is comprised of three study groups: Concepts of Global Governance, Global Health Governance, and Global Energy Governance. The Study Group on Global Health Governance (GHG) is chaired by Dr Tikki Pang, director of Research Policy and Cooperation at the World Health Organisation (WHO) and Dr Kelley Lee, head of the Public Environmental Health Research Unit at the London School of Hygiene & Tropical Medicine.

Prior to the meeting, researchers completed ten-page 'think pieces' on a range of case studies, fleshing out key ideas and research questions to be addressed. The workshop allowed participants to share these initial



thoughts and get feedback from the study group, as well as to develop a shared understanding of six important GHG issue areas: tobacco control, pandemic preparedness, international health regulations, global health and development, global health research governance and, finally, access to knowledge products.

Specifically, the participants discussed the way GHG is being shaped by four broad trends: (1) the impact of globalisation; (2) the emergence of new actors exercising authority on global issues; (3) competing normative approaches to global health; and (4) the shifting geopolitical order, including the formation of regional bodies and like-minded clubs.

With these broad trends in mind, the Study Group members also addressed three conceptual areas of global governance:

- **Sovereignty and World Order:**  
The growing tensions between the

need for collective action and the principle of national sovereignty in the field of GHG;

- **Conceptions and Contributions from Asia:** the ways in which GHG is conceived in Asia and how Asia connects with concepts of GHG which were mostly developed in the West; and
- **Institutional Diversity and New Governance Mechanisms:** emergence of new non-state actors, networks and partnerships, new information sharing and disclosure mechanisms, as well as new international rules.

Based on the feedback gathered at Bellagio, field research and analysis for each research paper will take place and the final papers are scheduled to be completed by March. The final report of the Bellagio workshop will become available in late 2010. [gisa](#)

# PSIC Introduces Social Impact Measurement Research at Workshop

TEXT | NATALIA OLYNEC



The Programme on Social Innovation and Change (PSIC) at the LKY School's Centre on Asia and Globalisation introduced a research project on Measuring Social Impact on October 7 to the ecosystem of social investing – a group of investors, lawyers, government officials, academics, and representatives from rating agencies and social enterprises.

**THIS IS THE FIRST** of several such workshops that PSIC, headed by Durreen Shahnaz, will arrange in the coming months. PSIC's research aims to determine an effective social impact measurement methodology for sustainable Social Enterprises (SEs) in Asia, and to engage relevant players to embrace such a methodology to assist further growth in the field.

The role of social impact measurement, widely used, referenced, and respected by SEs, investors, and the public at large, is significant for developing the sector, Shahnaz said.

Social impact measurement will help SEs better understand, manage and communicate their mission and activities. For other members of the ecosystem, such as regulators, investors,

and analysts, it provides a tool to distinguish, rate, compare, and ultimately, value the SEs.

PSIC will study three methodologies that are most relevant for impact investing in Asia, test them in the field on six SEs in Asia, produce case studies and a white paper, and hold a second event in February to present and discuss the results.

Panelists at the event included: Ashvin Dayal, managing director, Asia, Rockefeller Foundation; Robert Kraybill, managing director, Impact Investment Exchange (Asia); Kishore Moorjani, founder, Credit Asia Capital; Alfie Othman, executive member, Pertapis; Durreen Shahnaz, head of the Programme on Social Innovation and Change; and Patricia Tan Shu Ming, director, COMO Foundation.

The workshop began with a presentation on social enterprise, impact investing, and approaches to social impact measurement by Shahnaz, Tan, as well as LKY School students Bharath Jairaj and Magnus Young. Participants then broke up into groups to discuss the main priorities for developing methods to measure and quantify the social impact of a SE.

## Social Enterprise in Asia

Asia is home to some of the largest and most complex SEs in the world, and the impact investor movement is growing in parallel.



“Singapore, as a key financial hub, has an enormous role to play in harnessing this global investment movement and bringing it to Asia,” said Shahnaz. “All the players in this ecosystem will have to work together to make this happen.”

As traditional charities seek new forms of revenue and companies become more aware of their social and environmental responsibilities as corporate citizens, SEs represent the convergence of these two types of organisations.

SEs bring together the mission-driven core of philanthropy with a business approach. They comprise both mission-oriented, for-profit companies as well as non-profit organisations that are business oriented. Importantly, their primary reason for being is to address a social or environmental challenge, even though their activities are designed to seek economic value as well as social or environmental impact.

Their missions try to respond to some of the most pressing issues of today: poverty, climate change, human health and security, education, and social enrichment. In short, while governments regard the United Nations’ Millennium Development Goals as the ultimate challenges, SEs look at them as opportunities to make a difference. At the same time, SEs pursue these ambitions with financial rigour and seek to create economic value.

“SEs are engines of change,” Tan said. “As innovators, they are able to come up with new approaches to entrenched problems. They are



■ Ashvin Dayal, Jack Sim, Robert Kraybill, Sukhvinder Singh Chopra

finding and nurturing growth markets, such as microfinance, previously ignored by traditional business.”

The fuel for SEs is Impact Investment – the capital that drives change. According to a report by Monitor Group, the size of the impact investment market has the potential to grow to 1 percent of total managed assets today, amounting up to \$500 billion in the next few years. A significant amount of investment is going to small, high-growth entities. It has the potential to become a more important part of the Asian financial markets. **gisa**

## facultynews

### LKY Faculty Invited to Attend China-Singapore Forum



■ Chang Li Lin (extreme left), Simon Tay (2nd from left), Tommy Koh (7th from left) and Kenneth Paul Tan (extreme right), part of the Singapore delegation that called on China’s Foreign Minister Yang Jiechi (9th from left).

**KENNETH PAUL TAN**, associate professor and assistant dean (Academic Affairs), Simon Tay associate professor, and Chang Li Lin, associate director, Institute of Policy Studies, were invited, as part of the Singapore delegation led by Ambassador Tommy Koh, Chairman, Institute of Policy Studies, to attend the 4<sup>th</sup> China-Singapore Forum, organised by the Chinese People’s Institute of Foreign Affairs (CPIFA) and held in Beijing from November 3-4. **gisa**

### Seetharam Kallidaikurichi E. Appointed Director of NUS Global Asia Institute



Seetharam Kallidaikurichi E. was appointed Founding Director of the NUS Global Asia Institute (GAI), a university-level research centre, established in September 2009. Many of the critical issues of the 21st century are complex, multifaceted, and have complicated

interconnections. They will require new research approaches that provide more integrative understanding and insights that can better inform and enable appropriate action. GAI will distinguish NUS as a well-connected knowledge hub and contribute to its vision to be a leading global university centred in Asia. **gisa**

## New Faculty

**Gu Qingyang**  
Senior Lecturer  
Deputy Director, MPAM

Gu Qingyang has taught a wide range of courses spanning across economics, policy analysis, mathematics and higher education to undergraduates and postgraduates at four universities since 1982. Before joining the LKY School, he was an assistant professor in economics at Nanyang Technological University and also served as deputy director of the Master of Public Administration Programme and Director of the Master of Science (Managerial Economics) Programme.

His research interests lie in four broad areas: Chinese economy, Singapore economy, public economics, and economic policy analysis. His current research focuses on Chinese regional economies, income inequality, and China-ASEAN economic integration. He has done significant research work and published over 20 international conference and journal papers.



**Chen Kang**  
Associate Professor  
Programme Director, MPAM

Chen Kang has been appointed director of the new Master in Public Administration and Management (MPAM) programme to be conducted in Chinese, which will start in March. Chen received his PhD in economics and applied mathematics from the University of Maryland. He worked at the World Bank's Socialist Economies Reform Unit and subsequently taught at the National University of Singapore and Nanyang Technological University (NTU). He was head of the Economics Division at NTU from 1999 to 2005. He is also the Wang Yanan Chair Professor of Economics at Xiamen University.

Chen has published widely in professional journals on issues relating to macroeconomic policy, economic reform and development, and the economic role of government. He is author of *The Chinese Economy in Transition: Micro Changes and Macro Implications* (Singapore University Press). Chen served as vice president of the Economic Society of Singapore and director of the East Asian Economic Association.

He currently serves on the editorial board of the *European Journal of Political Economy*, the advisory board of *China Economic Quarterly* and the *Singapore Economic Review*. He also served as a consultant to Asian Development Bank, Ministry of Trade and Industry, Ministry of Manpower, Ministry of Finance, and several statutory boards and multinational corporations.



**Tan Khee Giap**  
Associate Professor

Tan Khee Giap is the chairman of the Singapore National Committee for Pacific Economic Cooperation since 2008. He is a member of the Resource Panel of the Government Parliamentary Committee for Transport and Government Parliamentary Committee for Finance and Trade. He also served as deputy president of the Singapore Economic Society and associate dean, Graduate Studies Office and co-director Asia Research Center at Nanyang Technological University.

Tan has published in international refereed journals including *Applied Economics*, *Asian Economic Papers*, *Review of Pacific Basin Financial Markets and Policies*, and *Competitiveness Review* in the area of capital flows, financial sector liberalisation, central banking policy management and macroeconomic competitiveness.

He has served as a consultant to international agencies such as the Asian Development Bank, United Nations Industrial Development Group, World Gold Council, ASEAN Secretariat, VISA International and Las Vegas Sands. His current research interests include sovereign wealth funds, global livable cities, integrated resorts, financial reforms, regional institutional architecture, and competitiveness ranking of states.



**Bhanoji Rao**  
Visiting Professor

Bhanoji Rao has a research and teaching career spanning four decades. He completed his PhD at the University of Singapore in 1974 and worked in various capacities at the Singapore Polytechnic, University of Singapore, and the National University of Singapore. He has been a visiting faculty at the Centre for Public Policy, IIM, Bangalore and Honorary Research professor, and professor emeritus at the GITAM Institute of Foreign Trade, Visakhapatnam. Currently he also serves as visiting professor, Administrative Staff College of India in Hyderabad and the Sri Sathya Sai University and is a member of the governing board, GITAM University, Visakhapatnam.

Between 1979 and 1985, Rao was attached to the World Bank as an economist in Washington D.C. and Jakarta. He has also worked at the Demographic Research Centre in Bombay, the government of India's Census Office in Hyderabad, and Tata Steel in Jamshedpur.

As a consultant, he has advised Singapore Airlines, IBM-Singapore, IDRC-Canada, UNESCAP, the World Bank and the Asian Development Bank in Manila among others. Rao has 17 books to his name and has written for several international and regional journals and newspapers. His most recent books include *East Asian Economies: The Miracle, A Crisis and The Future* and *Intellectual Property Rights: A Primer*.



## Staff News



**Shlesha Thapaliya**  
Research Executive

Shlesha Thapaliya attended the first international conference of Harry Potter translators, “Cultural Dialogue through Harry Potter Translations: Globalisation through Localisation.” Held at the *Institut de France* in Paris, the conference was a UNESCO-backed

initiative to mark international literacy day on September 8.

Thapaliya co-translated *Harry Potter and the Sorcerer's Stone* with Bijaya Adhikari into her mother tongue Nepali. “I thoroughly enjoy the Harry Potter books and was thrilled to have the opportunity to translate the first book into Nepali for Sunbird Publishers,” she said. Sunbird Publishers, a non-profit publishing house in Kathmandu, aims to spread the joy of reading to rural Nepali children.

The Conference, addressed the global impact of the Harry Potter books, the role of translators and translations in cross-cultural dialogues, and the challenges of translating J.K Rowling’s imaginary world into the various languages. The panellists, including translators from Israel, Brazil, South Africa, Norway and publishers from Thailand, shared their experiences of translating and marketing Harry Potter books in their native countries. Additionally, they discussed the impact that the book series has on literacy, charming children all over the world to read more.



## Durreen Shahnaz Selected as TED Fellow



**DURREEN SHAHNAZ, ADJUNCT ASSOCIATE PROFESSOR** and head of the Programme on Social Innovation and Change, was named a 2010 TED Fellow. TED is a nonprofit organisation devoted to “Ideas Worth Spreading”. She is among the 25 global TED Fellows who will participate in TED2010, the annual conference Feb. 9-13, in Long Beach, California, which invites the world’s leading thinkers and doers to speak and then makes their talks available at TED.com.

TED Fellows demonstrate remarkable achievement in their field of innovation and excel in the technology, entertainment, design, science, film, art, music, entrepreneurship and nonprofit worlds.

Shahnaz is the founder and chairperson of Impact Investment Exchange Asia (IIX), a stock exchange for social enterprises to raise growth capital and broaden their impact on poverty alleviation and development.

She was also the keynote speaker on December 12 at the Annual Stree Shakti Awards and book launch by Minister of Tourism Kumari Selja in New Delhi, India. Stree Shakti-The Parallel Force, is a platform for the convergence of grassroots efforts, scientific research, creative ideas and enterprise and a collective voice of women seeking justice and equality.

The event was co-sponsored by the International Women’s Centre, whose mission is women’s empowerment through promotion of art, culture and communication to resolve social, economic and political issues and bring women from all over the world on a common platform for world peace. **gisa**

## Staff Christmas Party

**THE LKY SCHOOL STAFF WELCOMED** the holiday season with great aplomb. The staff Christmas party on December 9 was filled with surprises, gifts, and games. Organised by the administrative staff, the event was a good opportunity for everyone to mingle and relax. The Christmas decorations, Santa Claus hats and delicious treats added to the festive mood. **gisa**





# The LKY School Bids Farewell to Elizabeth Quah

**PRIOR TO TAKING UP THE MASTER** in Public Management programme in 2006, I was the Director for Manpower Planning and Policy in the Ministry of Manpower, from 2001-2005. These were years of considerable economic and hence employment volatility, thanks to the dot.com bust and also SARS. But whilst we were helping workers get through the economic downturn, we also had to put in place plans to enhance worker competitiveness for the future, and also to help older workers stay in the workforce longer.

After this very eventful period, I felt that I needed to spend some time to “sharpen the saw”, to reflect and deepen my understanding of public management and policy analysis. Indeed, I found that the MPM programme enabled me to “reframe” my work experience within a broader theoretical framework. To quote Prof Mukul Asher, “there’s nothing so practical as a good theory”. It was a year of intense intellectual stimulation, with lots of enjoyable classroom discussions, interesting visiting speakers and, last but not least, the opportunity to spend almost two months at the Harvard Kennedy School!<sup>[1]</sup>

But one of the biggest benefits of the MPM programme has to be the opportunity to make friends with public officers from across the region. My classmates were senior public administrators from China, India, Singapore, Sri Lanka and South East Asian countries such as Vietnam, Philippines, Thailand, Laos and Indonesia. They came to learn about Singapore’s public management and administration model, but in reality they taught me so much about the challenges of governance in their countries and enriched me with their friendship. We still keep in contact – indeed three of my overseas classmates came back to Singapore for the School’s 5th Anniversary Dinner.

My year as a student marked, in a sense, a turning point in the School’s growth. From the first part of the year – January to June – there must have been around 60-70 MPP and MPM students in the School. But by August, the number must have been around 200 students. The School was still located at Heng Mui



In September 2009, the LKY School said goodbye to Elizabeth Quah, who served as its Director (Strategic Planning) for more than two years, shortly after completing the MPM degree programme in January 2007. Among her many contributions to the School were her role in setting up and managing the Singapore Experience @ LKYSPP programme, and in facilitating the establishment of new research centres. Elizabeth also served as the Secretary to the School’s Governing Board. She will be dearly missed by faculty, staff, and students alike. In this article, Elizabeth reminisces about her time at the LKY School.

Keng Terrace then – suddenly the lifts were packed, there was no seating in the lunchtime seminars and no place in the computer lab. When I rejoined the School as an administrator, we were in the brand spanking new Bukit Timah Campus – and there was so much space for all of us to move around in! It marked a new period in the School’s development and I was looking forward to taking part in it.

But what I also discovered was that students really only see one aspect of the School’s activities. As an administrator, I got to see the other aspects – the work of our research centres, our faculty members’ research interests, the active executive education programme, and the nuts and bolts of administration. I got to know the School’s faculty and staff much better, particularly those who often work so hard behind the scenes.

I took pleasure in organising activities and talks for students at the School, to help them understand Singapore and Singapore public policy better. I also found a lot of satisfaction in helping in the establishment of the Institute of Water Policy and the merger of the Institute of Policy Studies with the School. The constant buzz and excitement generated by the School’s activities made sure that life was never dull. Another highpoint was organising the School’s 5th Anniversary Dinner – any event with Minister Mentor Lee Kuan Yew as Guest-of-Honour is indeed a very “exciting” one, particularly for the organisers! At the same time, it was a great opportunity to take stock of all the School’s accomplishments in the five years of our existence.

Looking back, it was indeed a privilege to be present at this exciting stage of the School’s development, and to work with a great team of colleagues and friends. I wish the School all the best for its next five years and beyond! **gisa**

*Elizabeth Quah is currently Group Director (Planning) in Singapore’s Ministry of Health, responsible for overall systems and strategic planning, governance, and health infrastructure delivery.*

[1] Today, MPM students spend an entire semester (more than three months) at either Harvard Kennedy School or Columbia University’s School of International and Public Affairs.

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## In other news

Phua Kai Hong was invited to serve another term of office (2009-2010) on the resource panel of the Government Parliamentary Committee (GPC) for Health. He was appointed consultant to the Ministry of Health, Brunei Darussalam, to conduct a workshop on Health Policy Planning and Health Systems Research on 29/31 Oct 2009, and to prepare the national blueprint on health research. He attended an authors' workshop as co-leader of the team to write the overview paper for the Lancet Series on Health in South East Asia, organized by the China Medical Board-Rockefeller Foundation in Hoi An, Vietnam from Oct 8-9, 2009.



# Quak Urges Asian Governments, Business to Engage Media

Quak Hiang Whai, an LKY School alumnus, veteran journalist and a former news editor of the *Business Times*, recently published *Don't Quote Me*, a book on media relations and corporate communications. In this interview he argues that companies and governments in Asia must become more media savvy.



## **What motivated you to write the book?**

I wanted to write a book in memory of a dear friend and former deputy news editor of the *Business Times*, who passed away suddenly in 2008, as well as my two decades' experience in both journalism and corporate communications. As a full time student, I had the rare opportunity to realise both objectives.

The turning point came when I walked into a local bookshop and found two local media management books, both written by Westerners. There were no media management books written by local journalists or corporate communication specialists on the shelves.

Still, the main motivation is this – we are well into the 21<sup>st</sup> century, yet many governments and senior executives don't understand the importance and necessity of media engagement. A lot of them create crises simply through sheer ignorance and mismanagement of media.

## **What is your key message?**

Media skills are now a pre-requisite for any modern leader, whether in the government, private sector or non-government organisations. Don't shun the media. Use it.

You need to develop the processes, the expertise, and the networking to build key media skill sets. The media has evolved with the proliferation of new platforms and political and press freedom.

Media management is not the sole responsibility of the corporate communications division. Leaders and senior executives must engage the media if they want their policies, programmes and organisations to succeed. The difference between success and failure can be sourced to even one bad media incident.

## **What are the most common media-related mistakes leaders make?**

The media writes the first draft of history. Images are powerful in defining history. Those who deal with the media have to understand three things. First, your agenda and the media's objectives are quite different. What may be the most important point to you may not be the most newsworthy angle to the journalist.

Second, you do not dictate how your story is played. You are not on level playing field, especially if it is in a more adversarial media environment. You don't get to pick the best quotes,

the best picture, or the best news angle. It is the media's prerogative.

Finally, be mindful of your behaviour at all times. Any lapse can be imprinted for posterity. Many leaders are caught off guard when they lose their cool and the images stay with us as part of history. For example, Chinese President Jiang Zemin lost his temper in front of the TV cameras when repeatedly asked the same question by a reporter. Former Hong Kong Stock Exchange Chairman Ronald Li screamed "I will sue you!" at a reporter on TV.

On the other hand, a positive image can be very moving and travel far. Chinese Premier Wen Jiabao has done well with his regular appearances in disaster zones in China. Singapore Airlines Spokesman Rick Clements also won kudos when he was pictured hugging a victim's family member after an SIA plane crash.

## **How has the Internet changed communications strategies?**

The speed and range of delivery have increased. We are operating on a global basis and dealing with Internet platforms, social networking sites, smart phones, bloggers, live satellite TV, and youtube on real time.

When alleged terrorist Mas Selamat Kastari was recaptured in Malaysia, I

first read the news on facebook before any of the mainstream newspapers or TV in Singapore reported it. Many companies and public organisations are only beginning to acknowledge the importance of such new media. While the speed and range of delivery have changed, the basic sound principles behind a good communications strategy have not: you listen, you prepare, you practise and you engage your stakeholders and the media.

## What were the highlights of your studies at the LKY School?

I enjoyed the intellectual discourse coming from people of different countries, cultures and professional backgrounds. But formal lessons aside, the highlights were the new friends I have made—both the staff, faculty and the students. We had parties. We played soccer. We ate, sang, and danced. As president of the MPA class during the second term, I worked closely with my classmates and other courses such as the MPP and MPM.

## What did you gain from the experience?

Always have an adaptive multidimensional approach towards problem solving. Look at the different stakeholders and their different interests and how you can adapt your situation to the different challenges. Never assume. Listen and engage. Network and persuade. And take your different stakeholders on board with you if you can. Work on the informal and trust elements first in any management issues. I also learned a more structured approach towards policy analysis and evaluation and problem solving. **gisa**

*Quak has worked in print and television media with news conglomerate Singapore Press Holdings, spending six years heading the Hong Kong bureau for Business Times covering the Greater China region. He left journalism after 17 years to join Singapore's United Overseas Bank Group as head of group communications and investor relations divisions. A graduate from the National University of Singapore with a Bachelor of Business Administration, he attended the Lee Kuan Yew School of Public Policy in 2008/09 where he received his Master in Public Administration and was placed on the Dean's List. He is currently a media trainer and a director in a multimedia and publishing group.*

# LKY School Awards First Doctorate Degree to Amarendu Nandy

Amarendu Nandy became the first graduate of the Lee Kuan Yew School of Public Policy Doctoral Programme in August, a major milestone for the school.



**NANDY, WHO SPECIALISES IN THE FIELD OF INTERNATIONAL MIGRATION**, assumed his new role as associate professor at the Goa Institute of Management (GIM) in India in September. His specific research interests are in areas of development and pension economics, issues concerning international migration and social security.

He has published in journals such as the *International Social Security Review*, *IIMB Management Review*, *Journal of Financial Regulation and Compliance*, *Journal of Asian Public Policy*, and *Policy and Society*.

An economist by training, Nandy was the top rank holder at the undergraduate level in Economics (Honours) and among top three rank holders at the post-graduate level in Economics at the University of Burdwan, West Bengal, India. He was the recipient of several scholarships and awards, including the Graduate Research Scholarship from the National University of Singapore during his PhD, the University Grant Commission Scholarship from the Government of India, and two gold medals from the University of Burdwan.

## What sparked your interest in public policy?

The interdisciplinary and applied nature of the discipline, and the powerful and effective manner in which policy instruments can be used to explore and address complex public issues, is what fascinated me most about public policy. The outreach of public policy, in directly influencing policies, programmes, and outcomes concerning various aspects of our individual, as well as collective well-being, also sparked my interest in public policy.

## Why did you choose to pursue a PhD at the LKY School?

The school provided a unique opportunity to interact, learn, and share different perspectives with faculties and colleagues from diverse academic, social, and cultural backgrounds. This, I believe, creates a wonderful platform to build networks, and nuance one's own perspective, absolutely crucial in the twenty-first century globalised world.

## What do you enjoy the most about your studies?

The LKY School provides a very conducive environment for research work. I had excellent guidance from my supervisor Prof. Mukul Asher. The school has extremely friendly and helpful faculty who are approachable, and who provide the needed guidance and grooming to be a successful academic. The administrative and support staff are also very amicable and helpful, and they take care of every small need during the course of our research, in a timely and professional manner. The school also provides an opportunity to listen to, and interact with leading global policymakers and academicians – which in my view is a very useful and important experience, complementing my research work.

## What are your career goals?

My career goal is to become a successful academic, both with respect to teaching and research. I hope to make positive contributions to the academic and policymaking community through my research work, even as I pursue my philosophy of lifelong learning through teaching, interacting, and collaborating with colleagues and students. **gisa**

# LKY Students Host GPPN Conference on Sustainable Development

TEXT | AZUL OGAZON AND THILANKA SILVA



**LKY SCHOOL STUDENTS HOSTED THE ANNUAL GLOBAL PUBLIC POLICY NETWORK STUDENT CONFERENCE** November 11-13, “Crisis as an Opportunity: what policies do we need for sustainable development today?”

The global economic crisis motivated the Conference Steering Committee to choose a theme that would allow students to study and propose policies that would enable structural reforms that encompass the criteria of sustainable development.

The Committee, composed of 30 students from both the MPP and MPA programmes, created a platform for expert and practitioner ideas and also a space for future leaders to express their views.

The event included 64 participants from some of the top public policy schools in the world: Columbia SIPA, Sciences Po, LSE, University of Tokyo, the Graduate Institute Geneva, and the LKY School.

## Leaders

Participants learned from experienced leaders in the field, among them Surin Pitsuwan, secretary general of ASEAN; Luis Alberto Moreno, president of the Inter-American Development Bank; Haruhiko Kuroda, president, Asian

Development Bank; and Tan Yong Soon, permanent secretary of the Ministry of Environment and Water Resources, Singapore.

Students engaged in active policy debates on diverse development issues, including Good Governance and Institutional Sustainability, Sustainable Human and Social Development, and Economic and Environmental Sustainability.

They affirmed the need to build a coherent global governance structure that reconciles the hegemony of nation states with global regulation and coordination. This equilibrium includes promoting a balanced relationship between states and international business interests.

The opportunities presented by the financial crisis for the restructuring of financial instruments geared towards facilitating social innovation were discussed at length at the session on Sustainable Human and Social Development in a Schumpeterian manner (model of “creative destruction”). Students noted that existing institutional arrangements are unsustainable, however these institutions can be reformed to support the promotion of a social economy, which will not only create economic

wealth but also promote development in the social sector.

## Climate Change

Participants identified climate change as one of the critical impediments to economic and environmental sustainability. The current scenario prevalent under the Kyoto protocol is not conducive as countries are both judges and parties to the issue, creating no credible threats for non-compliance, some participants noted.

They recommended energising the current global market for carbon in a post-Kyoto environment. For countries, this means clarifying the post-2012 institutional setting (especially the cap on emissions), homogenising allocation rules between member countries, and fostering auctioning as an allocation mode. A proper design for global carbon markets is also in order, they said.

The conference ended on a high note with all participating students displaying a sense of urgency for action in several policy areas to prevent backsliding into a crisis once more. The key lesson learnt from the exchange of views was that even a dilemma or a crisis situation can be looked at as an opportunity for development. **gisa**



# LKY School Students Send Relief to Philippine Typhoon Victims

TEXT | MARIA FRANCESCA CANIVEL  
AND JUVY CARDONA DANOFRATA

**STUDENTS OF THE LKY SCHOOL MOBILISED QUICKLY** to help the victims of the devastating typhoon that swept across Metro Manila and the neighbouring regions of Luzon, Philippines on Sept 26.

Typhoon “Ondoy” (international name: Ketsana) triggered massive flooding, which affected around 880,175 families and left the country with an estimated damage of US\$225 million, according to the National Disaster Coordinating Council (NDCC) in the Philippines.

“The LKY School has become more than an institution of learning to the Filipino students,” said Juvy Danofrata, one of the student organisers. “This time, it has served as a platform through which a number of families were able to receive much-needed relief, and for them, the LKY School will be a symbol of hope.”

Students worked together to extend both financial and medical relief. They collected S\$3,000 in donations from students, teachers, and administration staff for Ateneo de Manila Task Force Ondoy, which housed evacuees from the flood-stricken areas in Metro Manila, including MPA 2009 alumnus Rowel Candelaria. MPP student Kelly Tan collected 50,000 paracetamol tablets from NTUC Healthcare, while Fairprice donated 200 plastic bags to pack the relief goods.

Students also organised an Inter-Faith Prayer to remember the victims of the flood and a Disaster Management Forum to discuss best practices and suggest policies for disaster relief. Another group of students worked with Gawad Kalinga (GK), a non-government organisation engaged in providing housing to the poor. **gisa**



For updates regarding efforts for the victims of typhoon Ondoy, visit [ndcc.gov.ph](http://ndcc.gov.ph)

## LKY Students Organise First Quiz Night



**TO RELIEVE THE STRESS OF EXAMS AND ASSIGNMENTS**, LKY School students hosted the school’s first ever Quiz Night on October 2 at the Oei Tiong Ham Lobby. A total of 12 teams of five students each from different MPP and MPA classes competed in a battle of wits. The orange-attired Bangerang team, also the crowd favourite, won the grand prize which consisted of gift certificates from HMV and a dinner. The other teams had a fantastic time participating and even the audience had the chance to win prizes. The Quiz Night was organised by the joint class committees and they hope to make it a regular event at the school. **gisa**

## LKY School Celebrates One World Cultural Night

**LKY SCHOOL STUDENTS, FACULTY AND STAFF GATHERED** together on September 18 for “One World” - a celebration of the school’s rich cultural diversity. Dressed in their various national costumes, the students eagerly showcased food and other items from their countries. Several groups also performed songs or dances to the amazement of the crowd. Highlights of the night included the delicious buffet of Singaporean food with an array of Indian, Malay and Chinese dishes and the fusion-Bollywood dance that got everyone on their feet. Several awards were distributed in the spirit of recognising the passionate effort put into making the night a success. **gisa**



## Building Public Policy Careers:

Ewing Communications Offers Job Hunting Strategies

As part of the LKY School's career services programme, Iain Ewing, CEO and Principle Trainer at Ewing Communications, conducted a series of seminars for students on topics such as presentation skills, networking, and building a personal brand. Ewing has trained government and business leaders in more than 400 companies and government organisations around the world. In this article, he offers his top practical tips for embarking on a new career:



- Find a specialised area or issue you feel so passionate about that you would be happy to work on it for free. Read more in depth about that area or issue, and develop ideas that will have practical applications. For example, my son Tejas chose climate change. He was able to become sufficiently expert in the area and after he graduated, he was hired to write the world's first report on carbon offset providers for Haymarket Publishing in London.
- Once you have an area and some ideas, start volunteering with anybody and everybody who shares your passion for the area or issue you have chosen. You can volunteer with NGOs - even for one day. You can look for internships during holiday periods with any company or organisation that shares your interest.
- Dedicate yourself to constant intensive networking. Without neglecting your studies, go to every possible event that is relevant to your chosen area or issue and exchange business cards with the participants. After the event, follow up and look for opportunities to keep in touch, even just for coffee. Attend any relevant conferences in the region. At these conferences you will meet even more people for your growing network.
- When you are about to graduate, review the network you have built up. Make a list of the top 30 people who can give you the most help and send each one of them a personal email. Tell them you would appreciate their help and interest, and that you would like to get their advice about any opportunities they can suggest for you. Phone them and ask them about job opportunities or even internships at their organisations. If they don't have a job or an internship for you, then ask for suggestions for other opportunities. I promise you, if you follow these strategies relentlessly, you will make a difference.

## Leong Ching Receives Public Service Medal



**LEONG CHING, A PHD STUDENT DOING RESEARCH** on water policy at the LKY School, was awarded the Pingat Bakti Masyarakat (PBM) Public Service Medal at the Singapore National Day Awards this year. The medal recognises commendable public service in Singapore and achievement in the field of arts and letters, sports, the sciences, business, the professions and the labour movement.

A former reporter with the *Straits Times* newspaper, Leong is the vice-chairman of the

Publicity and Publications Committee of the South West Community Development Council. She has been doing voluntary work for more than 15 years. She has written on water issues including pricing, the impact of media on public policies, and intractability water reuse policies. **gis a**

## American Students Go East

An increasing number of students from the US are choosing to study at the Lee Kuan Yew School of Public Policy. This year, the school has 17 students from the US, the fourth-biggest national group after Singapore, India, and China. We spoke to several of them about their reasons for choosing the school and the highlights of the experiences at the school and in Singapore:



**Reuben Hintz**  
**MPP 2011**

**Previous work:**  
US Navy Officer

**Education:**  
BA in International Studies, Virginia Tech

**Professional Goals:** Unknown

**Reason for choosing LKY:** This country is a great collection of the best from other Asian countries, but in a smaller more manageable package. I came with the desire to learn how to make government work so it can accomplish its real purpose of serving the people in the best way possible.

**Highlights:** The highlights included midnight discussions on my porch with classmates from six continents.

**Hardest adjustment:** It's hard to find used clothing stores in Singapore.

**Biggest Surprise:** How similar the curriculum and academic structure is to an American university.

**How Americans would benefit:** Studying overseas is like getting two educations for the price of one.



**John-Paul Parmigiani**  
**MPP 2011**

**Previous Jobs:** Advisor to Ambassador of Nauru at UN General Assembly; Chief Financial Officer, NGO

**Education:** MA Conflict Resolution and Civil Society Development, The American University of Paris; MA International Action and Security, Institut Catholique de Paris; BA International Affairs, The American University of Paris

**Professional Goals:** World Peace, Diplomacy, Development, and Entrepreneurship

**Reason for choosing LKY:** Studying public policy is a way for me to learn how I can enhance policies that affect people on a daily basis as a means to improve the greatest number of lives in the future. Studying at LKY is an opportunity to expand my knowledge base, get to know people from across Asia, and broaden career opportunities.

**Highlights:** Attending conferences and lectures regarding significant global issues, discovering an indoor ski resort, and travelling to other parts of Asia.

**Hardest adjustment:** Getting used to the climate. Although the school is well air-conditioned, I have found the hot weather to be fatiguing.

**Biggest Surprise:** How much I can get done here. The university environment is very conducive to being productive. As such, the bar is set high. Another pleasant surprise has been how efficient the administration is. Whenever I email questions or concerns to members of the administration, I get detailed responses back almost always within 20 minutes.

**How Americans could benefit:** By gaining valuable international experience, saving money (through scholarships), and developing a network in Asia.



**Tamara Sant**  
**MPA 2010**

**Previous jobs:** Peace Corps Volunteer, tax specialist in the oil industry, public-private partnership with the Bill & Melinda Gates Foundation

**Education:** BA, Liberal Arts, Brigham Young University

**Professional Goals:** To join a development organisation and manage the field office activities of a developing country

**Reasons for choosing LKY:** The development field in the US is such a niche market – I wanted a competitive edge from a region with several development success stories.

**Professional interests:** I've seen how rapid the gap between rich and poor nations grows as technology changes. It's getting more complex and more expensive to keep pace with the developed world. I wanted to establish a network with like-minded professionals around the world, to exchange ideas on how to solve multifaceted development issues.

**Highlights:** Living in a traditional Housing Development Board flat and enjoying the community atmosphere.

**Hardest adjustment:** Not getting distracted by all the intriguing professional paths of my classmates. It is difficult to remember my goals when everyone else's are so interesting.

**Biggest surprise:** How often the US is used as a model to teach principles, theories, and concepts of public administration.

**How other Americans would benefit:** The opportunities are endless. From the weekly seminars, to the daily interaction with classmates, to learning from the research of professors, the school constantly inspires creativity. Learning is at a whole new level. Read about a country, study a particular policy, and then hop on a plane and see first hand the policy in action.



**Amelia White**  
**MPA 2010**

**Previous jobs:** Mother and former State Representative, NC House of Representatives (1996-2002)

**Education:** BA (French/Philosophy), University of San Francisco

**Professional Goals:** US Congress 2012

**Reason for choosing LKY School:** best school in the region

**Research/professional interests:** I hope to run for Congress when I return to the US and it is important to have a broader knowledge of the impact of US policies in Asia, and the Asian perspective is useful when making certain policy decisions. I want to prepare myself well to run for Congress as I have become increasingly disillusioned by what I see happening in American politics and some of the people who manage to get elected.

**Highlights:** The food

**Hardest adjustment:** Going from politician with a demanding job and a great deal of influence to mom and then to student.

**Biggest surprise:** I never expected there to be so many countries represented here and I am impressed daily by the calibre of the students. The knowledge and experience that my fellow classmates have contributed has been literally awesome for me. It has opened my mind, my eyes, and my world in unimaginable ways.

**How other Americans would benefit:** There is something quite different when you are in a classroom with students who represent such a wide range of governments and experiences. It would give Americans such a fantastic perspective of the unique Asian perspective and help to foster relationships that can have long-term and important influence on many levels. A classroom setting where discourse is free and open fosters a level of understanding and builds relationships in ways that meetings, conferences and negotiations are not capable of doing.



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