DREAMS AND POSSIBILITIES
INTERNATIONAL RELATIONS OFFICE
YEARBOOK 2014

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Top: Brent Michael Coleman, NUS Business School, IRO Student Ambassador
Left: Elli Taimela, Faculty of Engineering, SEP student from Aalto University, Finland
Right: Paul Chin Jianwen, Faculty of Engineering, SEP student to Universität Ulm, Germany
The NUS International Relations Office (IRO) fosters partnerships with premier institutions around the world to enhance NUS’ standing as a world-class institution. In tandem with NUS’ vision of becoming a leading global university centred in Asia, IRO (established in 1996) has developed meaningful international engagements with many peer institutions and fostered interactions and collaborations in education, research and technology that benefit our students, staff and stakeholders. Our partners are higher education leaders from all over the world, with whom we share international standards and best practices in order to foster a sustained culture of excellence on our own campus. Besides the Student Exchange Programme (SEP), IRO also works with NUS Faculties and Schools on other overseas attachments, including International Summer Programmes (i-SP), International Internships (i-Intern), International Research Attachment Programmes (i-RAP) and Study Trips for Engagement and EnRichment (STEER).

NUS’ membership in various global university networks allows for mutual leveraging on the distinctive strengths of member universities in education and research, and offers opportunities for student participation in summer programmes, research conferences, student forums and internships hosted by the members.

OUR VISION
NUS – The leading university for quality student engagement and partnerships globally

OUR MISSION
Foster closer international partnerships for transformative global engagement

CORE VALUES
S ervice to students, stakeholders and partners
P assion and integrity in all that we undertake
A dvancement of our university vision – A leading global university centred in Asia, influencing the future
R elationships of value
K eys to the world

STRATEGIC THRUSTS
P romote the NUS brand name internationally
R ise the global awareness of NUS students and staff
I dentify partnerships for a transformative global experience
D evelop international programmes for our students, staff and partners
E ngage NUS faculty and staff to enhance processes and services that facilitate international activities on NUS’ campuses
FOREWORD

A decade ago, just over 20 per cent of NUS undergraduates reportedly journeyed abroad for learning. We have since come a long way, with about 70 per cent now embarking on an overseas educational programme every year. The International Relations Office (IRO) contributed significantly to this result by working tirelessly with partners across the globe to offer exciting and invigorating opportunities for NUS students to venture abroad and discover the world.

These include the Student Exchange Programme (SEP) through which students spend a semester or more on exchange at any of our over 300 partner universities in 50 countries, as well as other global opportunities such as internships, research attachments and summer programmes. The distinctive STEER* programme, inaugurated in 2010 and now among the gamut of global programmes offered by IRO, is being scaled up to bring more students to less conventional yet rapidly emerging regions for an immersive educational and cultural experience.

As my term as Vice President (University and Global Relations) concluded in March 2014, I would like to extend my appreciation to IRO colleagues for their support and unwavering commitment in advancing the NUS internationalisation agenda. It has been my pleasure to witness IRO’s growth from strength to strength over the years. I am confident that working together with the Office of the Vice President (University and Global Relations), now led by Professor Andrew Wee, IRO will continue to contribute to strengthening NUS’ position as a leader in transformative global education.

Professor Lily Kong
Vice President (University and Global Relations) (Oct 2007 – Mar 2014)

*Study Tips for Engagement and Enrichment

NUS plans to ramp up its overseas programmes over the next few years so that more students will get a chance to benefit from a global experience. We have set the target of having 1 in 10 undergraduates spend some time abroad, to broaden their perspectives and to hone their global awareness and cross-cultural skills.

IRO will continue to play a crucial role in creating exciting and enriching global pathways for our students through forging new partnerships and strengthening existing ties with our many valued partners across the globe.

I would like to express my heartfelt thanks to my predecessor Professor Lily Kong, and look forward to working closely with Associate Professor Anne Pakir, Director, and her dynamic team at IRO in this endeavour.

Professor Andrew Wee
Vice President (University and Global Relations)

Every year, we instil in our students the importance of journeying beyond the classroom to explore and learn about the world. In his 2013 State of the University address, NUS President Professor Tan Chorh Chuan spoke of the i-NUS qualities and highlighted how helping our students develop strong personal qualities and character is crucial for their future success. The qualities are Inquisitiveness, Initiative, Inner Resilience, Imagination, Inner Resilience and Integrity. These six personal attributes will define a student beyond textbooks and play a huge role in preparing them for an uncertain future. We hope that with the help of IRO’s global programmes, every student will develop and embody these qualities both at home and abroad.

Our flagship Student Exchange Programme (SEP) remains the largest programme, providing opportunities for NUS students to spend a semester or two at one of our over 300 partner universities in 50 countries around the world while earning credits towards their degree. In AV2013/14, a record number of 1,966 NUS undergraduates embarked on exchange, while in return, 1,849 international students were hosted on campus at NUS.

Beyond SEP, IRO also created a diverse spectrum of stimulating overseas opportunities that saw more than 950 NUS students participate in over 125 international summer programmes, research attachments and internships in 36 countries. NUS students now have a greater selection of summer programmes and research attachment options to choose from thanks to new partnerships forged.

International internship opportunities created at IRO allowed nearly 100 students to go to more than 22 countries in the past academic year. These included opportunities to gain valuable work experience and international exposure in emerging markets such as Latin America, the Middle East and Myanmar.

IRO strives to raise the visibility of NUS worldwide and promote our international programmes though events, visits, conferences and trips abroad. In AV2013/14, we are honoured to have facilitated and hosted close to 300 visits from universities around the globe. Apart from promoting our programmes, IRO also organises Internationalisation@Home events which aim to broaden the global outlook of our students by exposing them to different cultures on campus.

In our continual quest to raise our service bar, I am delighted to report that IRO, working together with the NUS Computer Centre, won a Gold award at the Learning Institutions Quality Conference (LIQC) 2013 for improving the Overseas Programmes Application System with the addition of a summer programme module, to cater to the increasing number of short-term programmes being offered to NUS students.

It was a proud moment too for eight IRO Sparklers who were presented with the Quality Service Award in recognition of their service dedication, of which two were Service Leaders.

Lastly, I wish to thank the valuable collaborations we have with our stakeholders, partners, supporters and donors and for their belief and mission in nurturing the Global Citizen in our undergraduates. The myriad of opportunities we are able to provide our students would not be possible without the support of senior management, donors, benefactors, corporate partners and many others.

Looking forward, we will continue to weave connections that create endless possibilities for our students to discover the world, pursue their dreams and find their destiny.

Associate Professor Anne Pakir
Director
International Relations Office

"We must dare to think ‘unthinkable’ thoughts. We must learn to explore all the options and possibilities that confront us in a complex and rapidly changing world."

– JAMES WILIAM FOLLIORD
THE IRO SPARKLERS
COMMITTED TO EXCELLENCE, AIMING TO BE THE BEST
Think out of the box and see the big picture! Every year, many NUS students do just that, taking up the opportunity to leave behind all that is familiar to explore life within a different learning, working and cultural environment. While every individual’s story is unique, each reflects a collection of amazing experiences, appreciation for the practices and perspectives of others, together with new friendships and lifelong memories forged.
“Going on exchange has made me more mature and given me greater global mobility.”

“The TF LEaRN Programme @ NUS provided me with a once-in-a-lifetime opportunity to be immersed in India.”

“My overseas travel to Mongolia was not only a purposeful trip for academic learning but also a chance for self-discovery.”

The exchange experience was a wonderful time. I lived in a new environment, learnt a lot about myself and managed my studies. I studied hard and had fun too.

Tan Ping Yen, Faculty of Arts and Social Sciences, SEP to University of Konstanz, Germany

Ping Yen (second row, first from right) at the European Commission in Brussels with scholarship holders

Overall, I would say that my overseas travel to Mongolia was not only a purposeful trip for academic learning but also a chance for self-discovery and building interpersonal relationships with other international students and acquaintances.

Siti Nabihah Binte Abu Talib, Faculty of Science, I-SP with National University of Mongolia, Mongolia

Siti Nabihah at the hill of Gokhi Terelj region of the Khan Khentii protected area
I learnt a lot from my supervisors on being professional as an engineer on site, whether in Singapore or Indonesia. I would definitely look forward to working in or with HSL in the future and would encourage my juniors to live the wonderful experience working in the company.

Muhammad Azmi Suliman, Faculty of Engineering, i-Intern with HSL Constructor Pte Ltd, Indonesia

I learnt that a good researcher balances the passion for knowledge with the pursuit of results. Additionally, the need to network with fellow researchers is important to help in developing new ideas and research methodologies.

Stephen Haniel Yuwono, Faculty of Science, i-RAP with American Chemical Society, USA

STUDY TRIPS FOR ENGAGEMENT AND ENRICHMENT (STEER)

STEER Brazil provided me with an experience that was simply breathtaking. We were able to engage in Brazilian culture, experience the Brazilian life and soak in the sights that we never would have thought we would see.

Lian Jiahui, NUS Business School, STEER Brazil

Jiahui at Escadaria Selarón, Lapa neighbourhood, Rio de Janeiro, Brazil

INTERNATIONAL INTERNSHIPS (i-INTERN)

The SSUE experience was filled with many meaningful conversations, ranging from issues of personal life, to bigger issues of education, nation, culture, politics and economics. It was a mix of formal and informal activities which provided the basis for much learning to realise, examine and draw from the similarities and differences between our nations.

Constance Siew Hui Hui, Faculty of Arts and Social Sciences, SSUE

Constance at a graffiti tunnel in Xiamen University

INTERNATIONAL RESEARCH ATTACHMENT PROGRAMMES (i-RAP)

I learnt that a good researcher balances the passion for knowledge with the pursuit of results. Additionally, the need to network with fellow researchers is important to help in developing new ideas and research methodologies.

Stephen Haniel Yuwono, Faculty of Science, i-RAP with American Chemical Society, USA

Stephen (right) during a discussion with Dr George Schoendorf, a post-doc supervisor during the programme

INTERNATIONAL VISITING INTERNATIONAL STUDENT PROGRAM (Y-VISP)

Studying abroad at Yale has been an incredible augmentation of my undergraduate experience. The immersion in the traditions and philosophy of a liberal arts education stretches the imagination and learning horizon in ways that deliver new perspectives.

John Leo Cairnes, University Scholars Programme, Faculty of Arts and Social Sciences, Y-VISP

John enjoying student life at Yale University

SINO-SINGAPORE UNDERGRADUATE EXCHANGE (SSUE) PROGRAMME

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Constance Siew Hui Hui, Faculty of Arts and Social Sciences, SSUE

Constance at a graffiti tunnel in Xuanan University

THEMASEK FOUNDATION LEADERSHIP ENRICHMENT AND REGIONAL NETWORKING (TF LEaRN) PROGRAMME @ NUS

The TF LEaRN Programme @ NUS has provided me with a once-in-a-lifetime opportunity to be immersed in India – a culture that is foreign but exciting to me. I have become more culturally sensitive to other societies, an important trait to acquire in today’s globalised world.

Reuben Lim Wende, Faculty of Arts and Social Sciences, TF LEaRN Programme @ NUS, India

Reuben (left) teaching English at the volunteering centre, Kat Katha, India
REALISING THE POSSIBILITIES

The world is your oyster at NUS! Through programmes developed and administered by IRO in collaboration with partner universities across the globe, NUS students step out of the classroom and their comfort zone to immerse themselves in experiences that enrich their learning and personal development, and inspire them to realise their potential in a globalised world.
Excitement far outweighs any hint of trepidation for students embarking on the NUS Student Exchange Programme (SEP), who look forward to an unforgettable learning experience within a new culture as they spend a semester or two at an overseas partner university.

Through its administration of SEP and its development and management of strategic partnerships with universities globally, IRO strives to ensure a quality experience for all outgoing, incoming and returning students.

“Going on exchange was a time of many ‘firsts’ for me: first time away from home for very long, first time in a dorm with a roommate, first time flying on my own. I learned how to take care of myself and the academic standards challenged me to think out of the box.”

Rebecca Yip, Faculty of Arts and Social Sciences, SEP to University of North Carolina at Chapel Hill, USA.

Over the years, SEP has increased in size and popularity, with students now able to choose from over 300 partner universities in 50 countries. More SEP opportunities were created in Turkey, UK and USA to meet NUS students’ demand and we achieved a record number of 1,966 outgoing and 1,849 incoming students.

IRO continues to engage outgoing SEP students through social media such as Facebook, and through their participation in photo competitions, sharing photos online that best capture their SEP experience. Incoming students are equally engaged and encouraged to join IRO’s welcome parties and farewell parties along with other smaller-scale activities.
INTERNATIONAL SUMMER PROGRAMMES (i-SP)

Academic pursuits are not the only goal of the summer programmes offered by NUS’ partner universities. These short-term academic immersions in courses of interest also seek to expose students to a deeper appreciation of the culture and lifestyle of the host country through interaction with other participants and independent travel.

NUS’ menu of summer programmes has been further enriched with new partnerships established with renowned universities such as Boston University, King’s College London, Waseda University, University of Airlangga, National University of Mongolia and Universidad de Chile.

MONGOLIA: SUMMER PROGRAMMES AT NATIONAL UNIVERSITY OF MONGOLIA

The National University of Mongolia has been running its summer programmes for many years and offers three programme options: Mongolian Language and Culture; Summer School in Archaeology and Anthropology; and Summer School and Study Tour of Mining Economy. A pioneer batch of eight NUS students participated in the various summer programmes, which focus on topics that students have little exposure to at NUS.

CHILE: UNIVERSIDAD DE CHILE - FACULTAD DE ECONOMÍA Y NEGOCIOS (FEN) SUMMER SCHOOL: BUSINESS DYNAMICS IN CHILE AND LATIN AMERICA

Twenty participants representing eight nationalities, including two students from NUS, took part in this summer programme from 7 July to 1 August 2014. The Universidad de Chile is one of the best universities in Latin America with an alumni that includes Chilean presidents, Chilean Central Bank Presidents, Nobel Literature Prize winners, National Prize winners, past and present Cabinet ministers and secretaries of state.

The programme, taught in English, included subjects such as Intercultural Business Challenges in Latin America, Structure & Behaviour of Latin American Economies, Sustainability in the Southern Cone, Marketing in Latin America, and Introduction to Chilean Wine Industry and Concha Y Toro. Participants also had a chance to visit many companies and government institutions as well as master a little of the local language during Spanish classes.

As part of our ongoing efforts to improve the SEP experience, IRO conducts surveys twice a year. The results show that, for both outgoing and incoming students, their top reasons for going on SEP are to experience a different culture and enhance their personal growth. More than 90% of the students found SEP helpful in developing their adaptability. Further in-depth feedback was also gathered from students during focused group discussions. Through the SEP surveys and feedback sessions, valuable suggestions were obtained and implemented.

In addition, IRO works closely with partner universities to seek feedback through the Partner University Survey. These surveys enable IRO to continue to study trends, facilitate projections and manage partner universities’ expectations.

Overall, IRO achieved a 96% satisfaction rate from University-wide SEP partners on IRO services, as well as a 97.7% satisfaction rate from outgoing students and 94.8% from incoming students on their SEP experience.

This good SEP experience is a highlight of my undergraduate journey. It included a hiking trip, dim sum and other opportunities to learn more about my host country’s culture and traditions.

Ivan Lee, Faculty of Engineering, SEP to The University of Hong Kong, Hong Kong

Ivan (right) at the host university campus

The FEN summer programme was very enriching. We had excursions to financial centres and districts, a wine tour, as well as a city visit to Valparaiso. The group of students, made up of students from Australia, Germany, Russia, France and Singapore, was a good mix for intercultural friendships.

Shinna Lim Yan Tong, Faculty of Engineering, i-SP with Universidad de Chile, Chile

Shinna (fourth row, fourth from left) bonding with Chilean friends

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### i-SP WITH STUDENT PARTICIPATION IN AY2013/14

<table>
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<tr>
<th>Country</th>
<th>Programmes</th>
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<tbody>
<tr>
<td><strong>ASIA</strong></td>
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| China | APRU Undergraduate Summer Programme at Nanjing University – Developing Asia-Pacific Global Leaders: China’s Perspectives  
Beihang University International Summer School  
Fudan University International Summer Session  
Peking University Summer School International  
NUS (Suzhou) Research Institute: Winter @ Suzhou  
NUS (Suzhou) Research Institute: Summer Academic Programme in Suzhou  
NUS-Wuhan University Winter Programme  
Sichuan University Immersion Programme  
Sun Yat-sen University International Summer School  
Zhejiang University International Summer School |
| Hong Kong | The Chinese University of Hong Kong International Summer School  
The University of Hong Kong - Global Business in Asia: New Horizons |
| India | King’s College London - Delhi Summer School |
| Indonesia | University of Airlangga – Exploring Multiculturalism and Urban Cultures in Surabaya |
| Japan | Hiroshima City University – Hiroshima and Peace  
Tohoku University – Discover Japan, Explore Japan  
Tohoku University – Science Summer Programme  
The University of Tokyo – Media Mix  
Waseda University Summer Session |
| Kazakhstan | KIMEP University – Central Asia and the Silk Road of the 21st Century |
| Mongolia | National University of Mongolia – Mongolian Language and Culture  
National University of Mongolia – Summer School in Archaeology and Anthropology |
| South Korea | Hanyang University International Summer School  
Korea Advanced Institute of Science and Technology International Summer School  
Korea University International Summer Campus  
Seoul National University International Summer Institute  
Yonsei International Summer School |
| Taiwan | National Taiwan University – Global LEAD Summer Programme  
National Taiwan University – Summer Intensive Programme for Chinese Language and Culture  
National Taiwan University – Summer Programme for Biodiversity, Agriculture and Culture of Taiwan |
| **AUSTRALASIA** | |
| Australia | The University of Sydney Summer School  
The University of Sydney Winter School  
U21 Summer School at The University of New South Wales – Shaping the Future City |
| **AMERICAS** | |
| Canada | University of Victoria International Summer Institute for Business Management |
| Chile | Universidad de Chile Facultad de Economia y Negocias (FEN) Summer School: Business Dynamics in Chile and Latin America |
| Mexico | Tecnológica de Monterrey – Summer in Queretaro |
| USA | Boston University Summer Term  
Stanford University Summer Sessions  
University of California, Berkeley Summer Sessions |
| **AFRICA** | |
| South Africa | Stellenbosch University – IPSU Summer School |
| **EUROPE** | |
| Czech Republic | Charles University – East and Central European Studies Summer Programme |
| Denmark | Aarhus Summer University |
| France | Grenoble INP Summer School |
| Germany | Humboldt-Universität zu Berlin Summer Programme  
Ludwig-Maximilians Universität München – Approaching the European Union  
Universität Bonn – “Renewable Energy: Policy and Development” Summer Programmes |
| Italy | The American University of Rome Summer Programme |
| Netherlands | University of Amsterdam - Social Policies & Pragmatic Tolerance in Amsterdam Urban Policies: Planning and Living Cities  
Summer Programme at the University of Amsterdam, University Nations International Student Conference Amsterdam (UNISCA) |
| United Kingdom | King’s College London Summer School  
Imperial College Business Summer School |
| **GLOBAL** | |
| | IARU Global Summer Program (GSP) |
INTERNATIONAL INTERNSHIPS (i-INTERN)

In an increasingly globalised and interrelated world, overseas work experience gives employees a definite edge. As such, IRO offers international internships (i-Intern) to prepare students for a multi-cultural working environment, as well as to equip them with a professional career experience.

International internships surged in AY2013/14 with close to 100 students embarking on internships in 23 countries. NUS students now have the opportunity to gain valuable work experience and international exposure in emerging markets with partners such as HSL Constructor (Malaysia, Indonesia), RMA Group (Cambodia), Anglo Singapore International School (Thailand), Prima Group and World Vision (Sri Lanka) as well as Lippo Group and Dexa Medica (Indonesia), among many others.

INDONESIA / MALAYSIA: HSL CONSTRUCTOR

Founded in 1994, HSL Constructor is a key regional player in the marine civil engineering sector, expanding its global footprint with projects in Indonesia, Malaysia and Myanmar. Students went to Penang, Malaysia and Jakarta, Indonesia to take part in engineering projects, such as the construction of a new jetty.

NETHERLANDS: THALES

With the assistance of the Netherlands Embassy in Singapore, IRO was linked up with Thales Netherlands, the Dutch branch of Paris-headquartered international Thales, a multinational corporation specialising in technology for aerospace, transportation, defence and security applications.

The NUS-Thales Netherlands International Internship Programme was established in early 2014 and received its first intake of two interns in May. The interns were hosted at the Thales office in Delft for three months and worked on topics related to communication systems of navy ships and radar applications.

The transition from school life to work can be challenging, but I feel that the truly ambitious will experience vast career growth by working here. Besides gaining technical knowledge, I also learnt a lot about the host country in terms of its infrastructure, environment and culture.

Tan Kim Seng, Faculty of Engineering, i-Intern with Thales, Netherlands

Kim Seng (centre) with his mentor Gilles (right), Delftechpark, Delft, Thales and fellow NUS student Stephanie Quek (left), Multi Disciplinary Programme.

i-INTERN WITH STUDENT PARTICIPATION IN AY2013/14

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INTERNATIONAL RESEARCH ATTACHMENT PROGRAMMES (i-RAP)

The opportunity to be mentored by top researchers at world-leading research universities, to gain hands-on lab experience and conduct research in world-class facilities while experiencing life in another culture. Such is the incredible undergraduate experience for students on our International Research Attachment Programmes (i-RAP).

Close collaborations with partners such as University of Oxford, King’s College London, American Chemical Society, National Taiwan University and The Chinese University of Hong Kong have resulted in the development of new research attachments for our students.

Through generous funding provided by the Santander Bank of Spain, NUS administers the Santander Undergraduate Research Exchange (SURE) Programme, which provided scholarships for students participating in the research exchanges with Brown University (USA), Imperial College London (UK), King’s College London (UK), University of Oxford – Department of Engineering Science (UK) and Tsinghua University (China).

EXPERIENCE FOR UNDERGRADUATE (IREU)

USA: AMERICAN CHEMICAL SOCIETY (ACS) INTERNATIONAL RESEARCH ATTACHMENT PROGRAMMES (i-RAP)

Newly emerging markets in geographical areas that are focal points of increasing diplomatic, trade and academic interests present exciting opportunities. STEER programmes are designed to familiarise students with the diverse socio-cultural-political-economic environments of such markets, including those in Asia (Vietnam, Myanmar, secondary cities in China and India), the Middle East (Gulf Co-operation Council states), and Latin America (Brazil, Chile), to name a few, through a mix of classroom-based learning and experiential site visits.

Conducted in relatively small groups, conducive to meaningful interactions among the students, the thematic STEER programmes aim to foster an exploratory mindset and provide exposure to these emerging economies for those who may be keen to explore internships, pursue research projects and even future employment in these areas.

STUDY TRIPS FOR ENGAGEMENT AND ENRICHMENT (STEER)

Frequent interaction with Mr Licheng (supervisor at Oxford) allowed me to quickly learn about processes and pick up necessary experimental skills for the research. I had sufficient freedom in the programme to propose and generate my own ideas, while at the same time closely shadow Mr Licheng’s project to complement the ongoing research.

Nguyen Xuan Tung, Joint Multi Disciplinary Programme, i-RAP with University of Oxford, UK

Xuan Tung (left) preparing samples at Begbroke Laboratory

UNITED KINGDOM: UNIVERSITY OF OXFORD

Leveraging on the existing academic links between the two institutions, which are both members of the Singapore-Peking-Oxford Research Enterprise (SPORE), IRO established an i-RAP in the area of water treatment between NUS and the University of Oxford’s Department of Engineering Science, which was hosted by Professor Li Fang You (NUS, Chemistry), Professor Nicholas Hankins (Oxford, Chemical Engineering) and Professor Robert Field (Oxford, Engineering Science). Three students from each university participated in the inaugural programme in 2014.

USA: AMERICAN CHEMICAL SOCIETY (ACS) INTERNATIONAL RESEARCH EXPERIENCE FOR UNDERGRADUATE (IREU)

The ACS IREU is a summer research exchange programme between NUS and ACS, a non-profit organisation chartered by the US Congress. This i-RAP allows NUS students to spend between 10 and 12 weeks during the summer at one of ACS’ member universities in the US, working under the guidance of faculty members and graduate student mentors to sharpen scientific skills, develop collaborations with scientists abroad, and experience the life and culture of a foreign country.

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In 2013, IRO partnered the College of Alice and Peter Tan, NUS Business School, Faculty of Arts and Social Sciences (South Asian Studies Programme), Faculty of Science and University Scholars Programme to develop seven STEER programmes to China, India, Vietnam and, for the first time, Brazil and Myanmar. More than 100 students from various faculties and schools participated in the programme, with the students receiving funding to partially cover the programme costs with the support of International Enterprise (IE) Singapore, NUS Office of the Vice President (University and Global Relations), Faculties and Schools.

Since its inauguration in December 2010, STEER programmes have brought more than 300 students to various newly emerging markets. Looking ahead, NUS hopes to expand the programme further into Africa, Eastern Europe and other developing nations in Asia and Central Asia.

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<td>China</td>
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<td>Hong Kong</td>
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<td>Japan</td>
<td>The University of Tokyo Summer Internship Programme (UTSIP)</td>
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<td>South Korea</td>
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Focused on grooming the next generation of student leaders in Asia, for Asia, the TF LEaRN Programme @ NUS provides an outstanding platform for students in Asia to engage in exchange, community development and exposure to cultures of the region beyond their own.

Selected students from universities in ASEAN, China, Hong Kong, India, Japan, South Korea and Taiwan spend a semester at NUS, where they gain exposure to Singapore and develop networking, community engagement and leadership skills. Similarly, NUS students spend one semester overseas in these universities to experience their unique cultures, heritage and traditions. In AY2013/14, 100 students from NUS and partner universities took part in the programme, which was made possible by the generosity of the Temasek Foundation.

Both inbound and outbound scholars embraced the opportunity to share their learning experiences and exchange ideas through the ASEAN Learning Journey symposiums held at NUS in November 2013 and April 2014. The first of these was themed “Today’s Empowered Youth, Tomorrow’s Leaders for ASEAN”, and was incorporated with the Colours of ASEAN exhibition showcasing ASEAN culture, which received strong support from embassies and NUS student societies. The second of these symposiums inspired students to reflect on the theme of “Engaging Youth for an Environmentally Sustainable ASEAN”.

The TF LEaRN Programme @ NUS gave me the opportunity to experience completely different lifestyles and activities which enhanced my holistic development.

Darren Ho Kin Meng, Faculty of Arts and Social Sciences, TF LEaRN Programme @ NUS, Thailand

“I was deeply impressed by the difference between the urban and rural areas of Myanmar. The pace of development was very fast in Yangon, where I spent most of my time as an intern at the Industrial Relations Bureau. In Mandalay, I was surprised by the beautiful culture and the rich history of the city.”

Micole Soh, Faculty of Arts and Social Sciences and University Scholars Programme (USP), STEER Myanmar

“STEER Myanmar was an insightful study trip that allowed me to see Myanmar’s potential. From bustling Yangon to beautiful Mandalay, from rustic Bagan to the seat of government at Naypyidaw, the two weeks in Myanmar was truly an eye opener.”

Micole (third from left) among USP students from the STEER Myanmar delegation interacting with their peers from the University of Mandalay
PROGRAMMES: SPECIAL PROGRAMMES

SPECIAL PROGRAMME: NUS-FRENCH DOUBLE DEGREE PROGRAMME (FDDP)

They say everything sounds better in French and students selected for the FDDP, jointly offered with the prestigious Grandes Écoles (École Polytechnique, École Centrale Paris, École Supérieure d’Électricité, École des Mines de Paris, École des Ponts ParisTech, Telecom ParisTech and ENSTA ParisTech), can personally put this to the test! First year students who are among the top in their cohort are selected for this programme. They enjoy a wonderful opportunity to immerse in French culture, network with Singaporeans and foreigners, and enhance their proficiency in a third language.

IRO coordinates intensive French language courses at NUS and immersion trips to France for the FDDP participants. In AY2013/14, six NUS students participated in the summer immersion programme to prepare for their subsequent studies in France. They spend the third and fourth years of their studies in one of the French Grandes Écoles, before returning to NUS to complete their Master’s programme. Upon completion of all requirements, the students will be awarded three degrees – Bachelor’s degree with Honours and Master’s degree from NUS, and the Diplôme d’Ingénieur from the French Grandes Écoles.

It was a truly wonderful experience to celebrate the cultures and diversity of my Y-VISP friends on the other side of the world! The interpersonal dynamics differ from what we are familiar with, yet the whole experience still felt so close to heart.

Ng Kia Boon, Faculty of Science, Y-VISP, USA

SPECIAL PROGRAMME: SINO-SINGAPORE UNDERGRADUATE EXCHANGE (SSUE) PROGRAMME

Initiated in 2002 by Singapore’s then Prime Minister Mr Goh Chok Tong, and spearheaded by the respective Ministries of Education (MOE) of Singapore and China, SSUE opens the door to cross-cultural exchange between local university students and selected Chinese universities. This is the only government-to-government tertiary exchange programme between Singapore and China. The programme consists of two legs – the first leg in Singapore (March), followed by a second leg in China (May).

Twenty-one NUS students hosted Chinese delegates from the Ministry of Education, HuBei University, WuHan University, Xiamen University and Xiamen University of Technology in Singapore from 25 February to 11 March 2014 for the 11th SSUE. They subsequently joined students from other Singapore tertiary institutions to visit China from 19 May to 11 June 2014 to develop a global understanding and perspective of China and its potential.

SSUE has opened my eyes to the beauty of Chinese culture in Wuhan and Xiamen and deepened my understanding of their language.

Victoria-Marie, Faculty of Arts and Social Sciences, SSUE

It is amazing to learn how similar our families (customs, food, lifestyles) are despite being a third-generation Singaporean whose ancestry traces back to Fujian.

Arthur Lee Guang Hui, NUS Business School, SSUE

Under the FDDP, I participated in an immersion stint in Paris where I enhanced my French language skills – the teachers there are passionate educators. I had a wonderful experience participating in excursions and staying with a host family!

Teo Wei Xin, Faculty of Science, FDDP
ADMINISTRATIVE STAFF ATTACHMENT PROGRAMME (ASAP)

To facilitate the sharing of best practices and pave the way for greater cooperation, NUS hosts administrative staff from partner institutions on attachment at IRO and/or other administrative departments in NUS. In the last year, two administrative staff members from partner institutions participated in the programme:

• Ms Maya Schram, Head, Compass (Student Centre), King's College London (November 2013)
• Mr Shogo Kondo, Administrative Staff, International Affairs Department, International Exchange Group, The University of Tokyo (March 2014)

ADMINISTRATIVE STAFF EXCHANGE PROGRAMME (ASEP)

At NUS, learning and development opportunities are not only for students but are also extended to NUS staff members. Thanks to the Administrative Staff Exchange Programme (ASEP) launched in 2003, NUS Executive and Professional (E&P) staff members can benefit from visiting NUS partner universities to learn best work practices as part of their career development, and to identify possible areas for administrative collaboration. In 2013, five E&P staff members from various NUS Faculties, Schools and Departments participated in the programme.

SPECIAL PROGRAMME: SEMESTER AT SEA

It was all aboard for three NUS students as they embarked on a memorable learning journey on Semester at Sea in 2013. Operated by the non-profit Institute for Shipboard Education (ISE) and sponsored through the University of Virginia, Semester at Sea’s worldwide itineraries offer rigorous coursework coupled with field assignments and service learning in 8 to 12 international destinations, imparting the skills necessary to compete in today’s rapidly globalised world.

NUS students from all faculties have the option to participate in a 15-week semester or 10-week summer voyage, studying full-time with a course load of 12 credits and 9 credits respectively.

Of the three NUS participants, two embarked on the summer-long voyage while one spent a semester on board. Besides the academic aspect of the voyage, there were plenty of opportunities to interact with faculty and staff members, interport lecturers, international students and lifelong learners from all over the world.

ADMINISTRATIVE STAFF ATTACHMENT PROGRAMME (ASAP)

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<th>Name of Participant</th>
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| Adrian Neo         | NUS Business School       | University College Dublin  
The University of Manchester |
| Tang Fenglin        | Office of Safety, Health & Environment | Massachusetts Institute of Technology  
Harvard University  
Yale University |
| Ng Chee Hong        | Office of Student Affairs  | University of Cincinnati  
Ohio State University |
| Charmaine Tan       | Office of Campus Security | University of British Columbia  
Simon Fraser University  
University College London  
Imperial College London |

Clarisse Sy (centre), NUS Business School, with colleagues from the Copenhagen Business School

ASEP 2013 PARTICIPANTS

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Mr Kondo (second from left) with IRO staff
They went, they survived, and now they are eager to share their tales! Our returning exchange students are the best people empowered to help outgoing and incoming students prepare for their overseas stint and fully embrace the exciting opportunities that await through a host of volunteer student services. NUS student ambassadors and leaders also team up with IRO to engage their peers in fun and enlightening activities.
Who better to provide real insights into the SEP experience than our returning SEP students. IRO’s Peer Advising Programme invites NUS students who have returned fresh from their SEP adventure to sign up as Peer Advisors. In this capacity, they are encouraged to give back to the NUS community by planning and participating in activities designed to prepare outgoing and incoming students for their exchange journey.

As part of this well-received programme, IRO recruits six Peer Advising Leaders (PALS) to head the running of student services with Peer Advisors. NUS students who are considering embarking on an exchange journey can consult the PALS at the SEP Drop-in Clinic located at the IRO office, pick up informative brochures at the Go Away Fair, speak to IRO staff, and attend presentations by returning and incoming students. Outgoing students are also trained to be NUS Ambassadors while they are at the host university through the Ambassador Training Programme.

Students speaking to returning and incoming students at the Go Away Fair

BRIEFING & BONDING
IRO and PALS also organise pre-departure briefings for outgoing students and re-entry briefings for returning students together with resume advice from the Centre for Future-ready Graduates. These events provide an excellent platform for outgoing and returning students to mingle as well as to bond with fellow returning students who are volunteering to help out with IRO student services.

In October 2013, a pre-departure guide was launched and uploaded online for outgoing students to read through in their own time, allowing IRO to focus more on pre-departure briefings with country specific information.
EXTENDING A WARM WELCOME

Nothing beats a party for breaking the ice! To help incoming exchange students settle in quickly after arriving in Singapore and at NUS, welcome parties are organised where they can meet other exchange and local NUS students. The newly arrived students are also invited on the Around The School Tour by NUS students to familiarise them with the campus and its amenities. An Exchanger Guide was produced in December 2013 and distributed to incoming students who attended the tour. This pocket-friendly booklet provides handy information such as NUS’ internal bus service route and dining options.

Incoming exchange students can listen in on talks that address their interest in Singapore and explore life outside the campus. Volunteer speakers give regular talks on nature, environment and travelling in Asia and some of the specific topics are Singapore 101, Singapore Botanical Gardens, Climate Change and Explorasia Travel Clinic. The small number of students who are at NUS during the special term are also invited to learn more about the history of Singapore by going on a tour of heritage sites.

For those keen on more energetic pursuits, the PALs organise social activities such as the Dragon Boat event and cycling at Pulau Ubin to encourage bonding. During the year, salsa classes were also conducted by incoming exchange student Jose Andres Sandoval Duran from University of Ottawa.

BIDDING A FUN FAREWELL

The SEP experience for incoming exchange students comes to a fun finale with a Farewell Party organised by the PALs, brimming with food, music and games, and the promise of new lifelong friendships. Before heading home, the students are invited to attend the Ambassador Training Programme and are trained to be NUS Ambassadors at their home university. In our efforts to continue improving the NUS SEP experience, IRO also collects in-depth feedback from students before they leave NUS.

STUDENT ASSOCIATE PROGRAMME

Students seeking a meaningful outlet for their energy and enthusiasm can join our Student Associate Programme to gain valuable work experience within IRO’s dynamic environment. Students can join the programme as a Student Ambassador (SAM) or a Peer Advising Leader (PAL). Teaming up with IRO officers, SAMs and PALs take on a wide variety of tasks and projects such as hosting campus tours for foreign delegations and visitors, designing marketing collaterals, and organising sporting, social and cultural events for outgoing and returning NUS students as well as incoming students from our partner universities.
We’re fearlessly forward-looking when it comes to promoting NUS worldwide. Whether marketing NUS abroad, or hosting visits and events at home, IRO is focused on creating and strengthening connections with partner universities and organisations, while raising awareness at international events of NUS’ progressive education programmes.

ADVANCING THE POSSIBILITIES

Top left: Sherzad Nawroze, Faculty of Arts and Social Sciences & NUS Business School, SEP student from The University of Nottingham, UK
Top right: Yeo Sin Lin, School of Design and Environment, IRO Peer Advisor
Bottom left: Lim Wei Di, Faculty of Arts and Social Sciences, IRO Student Ambassador
Bottom right: David Siyuan Yin, NUS Business School, SEP student from New York University, USA
Conferences

European Association of International Education (EAIE) Conference

Attending the 2013 Conference in Istanbul, Turkey, the IRO team, comprising Director A/Prof Anne Pakir, Managers Lim Mei Mei and Amelia Chang, and Senior Executive Jacob O’Quinn, personified the conference theme of “Weaving the future of global partnerships”, making the most of the opportunity to meet with current and potential NUS partner universities.

Asia-Pacific Association for International Education (APAIE) Conference and Exhibition

“Enhancing Cross-Border Education Cooperation with Universities in Asia-Pacific: From Past to Present and the Future” was the theme for APAIE 2014 in Seoul, South Korea, attended by the IRO team – Director A/Prof Anne Pakir, Senior Managers Jasmine Kin and Yap Hwee Nee, Manager Jocelyn Lee, Assistant Manager Angel See, Senior Executive Goh Fang Wei and Management Assistant Officer Jasper Tang. Singapore was represented by NUS, NTU and SMU at the Higher Education in Singapore Pavilion. A/Prof Anne Pakir chaired a parallel session on “Partnerships and Collaborations: Regionalisation and Globalisation”, which was attended by Singapore Ambassador to Seoul Mr Peter Tan Hai Chuan, and delivered a presentation titled “Regional Reports: Focus on Singapore”, which drew the attention of 130 delegates.

NAFSA 2014 Annual Conference and Expo

Held in San Diego, USA and based around the theme “Pathways to Global Competence”, NAFSA 2014 provided a fruitful opportunity for IRO Director A/Prof Anne Pakir and a team of six IRO staff members – Associate Director Randall Ong, Senior Manager May Yee, Managers Lim Mei Mei and Amelia Chang, Assistant Manager Ong Kai Yi and Senior Executive Li Xingwen – to showcase the best of NUS. Besides participating in the exhibition alongside NTU, SMU and SUTD under a single Singapore Higher Education Pavilion, NUS hosted a very successful breakfast reception for 180 participants from partner universities.

Promotional Services: Conferences

I enjoyed hearing the updates about what is new at NUS because it helps me think about new ideas for our own university. I admire the dedication and commitment of NUS to international education – it is inspirational.

Mr Wolfgang Mekle, Vice-Provost for International Affairs, Eberhard Karls Universität Tübingen, Germany
INTERNATIONAL EXCHANGE DAY

IRO’s flagship event, International Exchange Day (IED), was held on 5 September 2013. IED continues to create awareness of the exciting international opportunities available to NUS students. Held at the NUS Central Forum, the event was officially launched by NUS President Prof Tan Chorh Chuan and was graced by 220 guests from foreign embassies, government ministries and agencies, external organisations and NUS senior management.

Themed “Imagine your journey and make an impact”, the event took close to 5,000 students on a journey around the world, engaging them at the various booths providing information on overseas opportunities and the talks that were held in the Central Library. Revving the excitement up a notch were bikers of the Harley Owners Group (Singapore Chapter) from various countries who proudly showed off their Harley-Davidson motorcycles.

GERMAN DAY

Jointly organised by DAAD, German Embassy and Goethe Institute, German Day took place at the Paulaner Brauhaus on 19 October 2013, graced by the former Ambassador of the Federal Republic of Germany to Singapore Her Excellency Ms Angelika Viets. It was a great opportunity for IRO to promote NUS programmes available at German partner universities.

LOY KRATHONG

Loy Krathong, otherwise known as the "Lantern Floating" event, lit up University Town on 1 November 2013 with cultural performances, Thai food tasting and floating flower lanterns. Organised by the Centre for Language Studies (CLS) and IRO, the event drew a lively crowd of students, staff and Thai communities together with the Thai Ambassador His Excellency Mr Marut Jitpatima.

EXPERIENCE CHINA!

IRO takes part in talks led by faculties to promote SEP to NUS students. These targeted talks spotlight specific regions such as China. An “Experience China Information Session” was also conducted to promote China as a SEP destination.

ROADSHOWS

IRO headed out and about on a series of roadshows to promote short-term programmes such as summer schools, internships and research attachments to our students. The roadshows included i-SPEAK (a student-sharing session), Summer Break Roadshow (featuring presentations by external organisations) and Faculty Information Sessions.
In support of NUS’ drive to expand its global reach, forging new and reinforcing existing partnerships, IRO facilitated close to 300 visits in AY2013/14 from ministerial, university and corporate delegations. Such visits serve as an excellent platform to further collaborations in education, research and technology through valuable engagements and interactions with peer institutions.
Today's international education scene has never been more vibrant or more fast-changing. To keep pace, IRO actively engages in sharing best practices and strengthening existing ties with partner universities, as well as participating in regular marketing trips and study abroad fairs to attract incoming exchange students to NUS. Besides promoting NUS, IRO also assists NUS Senior Management on overseas meetings and conferences.

DREAMS AND POSSIBILITIES
YEARBOOK 2014

PROMOTIONAL SERVICES: TRIPS ABROAD

[Map showing countries visited by IRO staff]

[Assistant Manager Chu Tuyet Mai (far left) visiting King's College London, UK to discuss i-RAP and i-SP]

[IRO Deputy Director Aileen Bong (third from left) and Senior Executive Jacob O'Quinn (second from left) visiting Tecnológico de Monterrey, Queretaro Campus, Mexico]

[IRO Director A/Prof Anne Pakir (left) meeting with Dean of International and Professional Experience, Senior Associate Dean of Yale College in Saint Edwards (right) at Yale University, USA]

[Assistant Manager Yap Wei Lin (standing front row, fifth from right) at the International Staff Week organised by Lund University in Sweden and University of Amsterdam in the Netherlands]

[Assistant Manager Tan Wei Lin (standing front row, fifth from right) at the International Staff Week organised by Lund University in Sweden and University of Amsterdam in the Netherlands]

[Managers Orion Kew (far right) and Senior Executive Annick Kwong (second from left) visiting RMA Cambodia to discuss i-Intern]

[IRO Associate Director Randall Ong, Singapore Ambassador to the Kingdom of Saudi Arabia His Excellency Lawrence Anderson, NUS President Prof Tan Chorh Chuan, and Deputy Chief of Mission and Counsellor of the Singapore Embassy in Riyadh His Excellency M. Hossan at the 5th International Exhibition and Conference on Higher Education in Riyadh, Saudi Arabia]

[IRO Director A/Prof Anne Pakir (left) meeting with Dean of International and Professional Experience, Senior Associate Dean of Yale College in Saint Edwards (right) at Yale University, USA]

[NUS President Prof Tan Chorh Chuan (left) accepting the 2014 Abdullah Bin Hamad Al-Attiyah International Energy Award for Lifetime Achievement in the Advancement of Education) Future Energy Leaders from His Excellency Abdullah Bin Hamad Al-Attiyah (right), Chairman of the Foundation in Qatar]

[Assistant Manager Zann Lum (left) promoting NUS at the Australian Exchange Fair Circuit]

[Manager Orion Kew (far right) and Senior Executive Annick Kwong (second from left) visiting RMA Cambodia to discuss i-Intern]

[IRO Deputy Director Aileen Bong (third from left) and Senior Executive Jacob O'Quinn (second from left) visiting Tecnológico de Monterrey, Queretaro Campus, Mexico]

[Assistant Manager Yap Wei Lin (standing front row, fifth from right) at the International Staff Week organised by Lund University in Sweden and University of Amsterdam in the Netherlands]

[Assistant Manager Tan Wei Lin (standing front row, fifth from right) at the International Staff Week organised by Lund University in Sweden and University of Amsterdam in the Netherlands]
At NUS, we believe in no barriers to our no-boundaries education policy. A range of funding options, including awards, scholarships and financial aid, are made available to students who qualify for NUS global programmes, providing them a valuable opportunity to scale the heights of possibility.

Top: Pearl Lin Jin, Faculty of Arts and Social Sciences, IRO Student Ambassador
Bottom: Law Zhe Wen, Faculty of Engineering, IRO Student Ambassador
NUS AWARDS FOR STUDY ABROAD (NASA) EXCHANGE BURSARY

NASA Exchange Bursaries are given to students who are Singapore Citizens participating in the Student Exchange Programme (SEP) and are awarded based on financial need. The programme aims to groom the next generation of Asian leaders for Asia.

In AY2013/14, 28 NUS students were funded for a semester-long exchange in ASEAN and Asia. Similarly, NUS welcomed 72 inbound students. The scholarship has enriched the lives of nearly 650 students across the region. Immersed in different Asian and Southeast Asian contexts, the student leaders have broadened their perspectives and enhanced their potential to contribute to a brighter future.

The NASA Exchange Bursary made my SEP financially less stressful and enabled me to dedicate my full attention to the programme. Additionally, being a recipient of the IE Singapore Young Talent Programme - Market Immersion funding further enhanced my experience by providing me with better financial capabilities to increase my knowledge of India.

Goh Han Lim, NASA Exchange Bursary & IE Singapore Young Talent Programme - Market Immersion recipient

STUDENT EXCHANGE PROGRAMME AWARDS & SCHOLARSHIPS IN AY2013/14

- Baden-Württemberg Scholarship, Germany
- DUO – Singapore Exchange Fellowship Award
- DUO – Sweden Fellowship Programme
- EPFL Student Exchange Award
- ETH Zurich Student Exchange Award
- Fulbright Association (Singapore) Student Exchange Award
- Global KU Scholarship, Korea University
- International Enterprise Singapore Young Talent Programme – Market Immersion
- Italian Scholarship for NUS Students and Alumni
- Jacob Phang Memorial Scholarship
- Japan Student Services Organisation (JASSO) Scholarship, Japan
- NUS Alumni Student Exchange Programme Award
- NUS Awards for Study Abroad (NASA) Exchange Bursary
- NUS Awards for Study Abroad (NASA) Exchange Scholarship
- NUS-UBC Lee Foundation Student Exchange Award
- SEP Awards for needy Singaporeans
- Technical University of Munich (TUM) Student Exchange Award
- Temasek Foundation Leadership Enrichment and Regional Networking Programme @ National University of Singapore (TF LEaRN Programme @ NUS)
- University of Geneva Student Exchange Award
- University of Zurich Student Exchange Award
- U21 Scholarship for Korea University

The NASA Exchange Bursary made my SEP financially less stressful and enabled me to dedicate my full attention to the programme. Additionally, being a recipient of the IE Singapore Young Talent Programme - Market Immersion funding further enhanced my experience by providing me with better financial capabilities to increase my knowledge of India.

Goh Han Lim, NASA Exchange Bursary & IE Singapore Young Talent Programme - Market Immersion recipient

FINANCIAL AID, AWARDS AND SCHOLARSHIPS FOR SHORT-TERM AND SPECIAL PROGRAMMES

NUS AWARDS FOR STUDY ABROAD (NASA) ENHANCEMENT BURSARY

NASA Enhancement Bursaries are given to students who are Singapore Citizens participating in short-term programmes such as international summer programmes (i-SP), international internships (i-Intern), international research attachment programmes (i-RAP), field studies and conferences and are awarded based on financial need.
NUBIS AWARDS FOR STUDY ABROAD (NASA) ENHANCEMENT SCHOLARSHIP

NASA Enhancement Scholarships are given to students who embark on short-term programmes such as international summer programmes (i-SP), international internships (i-Intern), international research attachment programmes (i-RAP), field studies and conferences and are awarded based on academic merit. The amount varies for Singapore Citizens, Permanent Residents and International Students.

TAN MINGWEI GLOBAL COMMUNITY SERVICE GRANT

This award is created in memory of the late Ms Tan Mingwei, who was a medical student at Cambridge University. She completed a medical attachment at an HIV-AIDS clinic in Botswana, and volunteered with mobile and neurosurgery clinics in Nepal under the Cambridge Mountain Trust. As a student at Raffles Girls’ School, she taught English to underprivileged children in Taiwan. She was greatly inspired by her overseas volunteer trips and hence, this award is set up for the purpose of awarding the Tan Mingwei Global Community Service Grants that would allow students to be transformed as she was by the experience of meaningful community work in developing countries.

Language Immersion Awards (LIA)

Thanks to the Language Immersion Awards (LIA), NUS students can take advantage of the opportunity to enhance their French or German language proficiency through experiencing life in a non-English speaking environment. Students who have completed French or German Level 2 modules can apply for a language immersion programme in France or Germany, respectively, over the summer. Every year, IRO works with language convenors or academics from the NUS Centre for Language Studies to interview and select interested students for the awards. In 2014, 12 students took part in the LIA programme in Germany and 10 students in the LIA programme in France and Switzerland.

SHORT-TERM AND SPECIAL PROGRAMMES AWARDS & SCHOLARSHIPS

• Young Talent Programme – Market Immersion
• Language Immersion Award (France and Germany)
• Network Activities Travel Grant
• NUS Awards for Study Abroad (NASA) Enhancement Bursary
• NUS Awards for Study Abroad (NASA) Enhancement Scholarship
• NUS-French Double Degree Programme Award
• NUS Internship and Summer Programme Award for China
• NUS Yale Visiting International Student Program Award
• Santander Undergraduate Research Exchange Program (SURE) Grant
• Tan Mingwei Global Community Service Grant

OTHER AWARDS AND FINANCIAL AID

YOUNG TALENT PROGRAMME (YTP) - MARKET IMMERSION

The Young Talent Programme - Market Immersion is an enhanced programme by International Enterprise Singapore (IE Singapore) that makes overseas internships and market immersion stints more accessible to local undergraduate students. The programme also encourages more Singapore-based companies to recruit from local talent pools for their internationalisation efforts. The programme is co-funded by NUS and is open to undergraduates who are Singapore Citizens or Permanent Residents.

OVERSEAS STUDENT PROGRAMME (OSP) LOAN

To further assist our students, IRO also helps to facilitate loans to students who are embarking on NUS-approved overseas programmes. The maximum loan quantum is S$10,000. The loan scheme has been consistently well received since it first started in 2007. In AY2013/14, a total of S$560,000 was disbursed to 80 students.

I would like to extend my deepest gratitude for the support of the Tan Mingwei Global Community Service Grant. I hope that in some intricate ways the lives of the children have been moved by the care given to them and that they will see that there is a big and hopeful world beyond the confines of their camps.

Sharifah Nabilah Syed Omar, Tan Mingwei Global Community Service Grant recipient

I am grateful for the OSP loan for enabling me to have this great SEP experience! The loan helped to relieve my financial worries and I gained a new perspective from my time abroad.

Benjamin Gi Chee Hao, OSP loan recipient

Benjamin (far left) at the courtyard of Lund University School of Economics and Management, Sweden
SUPPORT SERVICES: KNOWLEDGE MANAGEMENT SERVICES

IRO’s Knowledge Management services aim to facilitate the effective sharing and communication of information and knowledge within our Office and between NUS and other stakeholders. This involves documenting NUS’ interactions with external partners, liaising with government agencies, as well as managing and overseeing the IT and business systems for NUS and IRO.

askIRO PORTAL

In 2013, we launched the askIRO Portal, an e-platform that allows NUS students and the general public to search for information or enquire about the programmes IRO offers. Accessibility is a key feature of the portal’s user experience, enabling access via different e-devices anytime, anywhere. The portal was further enhanced in December 2013 and is now integrated with the Office of Admissions and the Student Service Centre. This means that users require only one ID to send queries to any of the offices. Users can access the askIRO Portal at: http://nusiro.custhelp.com/

OVERSEAS PROGRAMMES APPLICATION SYSTEM (OPAS)

Seamless and synchronised, OPAS is a user-friendly online application system that allows students to apply for SEP at one of NUS’ partner universities. Led by IRO, the system enables all participating departments to manage the application process and the selection of students. In late 2013, OPAS was upgraded to support applications for summer programmes as well, a move that has since won IRO a Gold award at the Learning Institutes Quality Conference (LIQC) 2013. The outstanding ‘OPAS Project Team’ comprised three IRO colleagues, Senior Associate Director Hamidah Salleh, Senior Manager Yap Hwee Nee and Specialist Associate Rowena Binte Sulaiman, and Principal Systems Analyst Yow Chea Keng from the NUS Computer Centre. The team was recognised for its excellent efforts in improving the system to cater to the increasing number of short-term programmes being offered to NUS students. The innovation reduced the processing time for administrators and cut down on unnecessary paperwork.

FACULTY ENGAGEMENT

Annually in February and March, IRO engages in a series of meetings with senior management and colleagues of NUS Faculties and Schools for the purpose of understanding and updating each other on our internationalisation strategies, achievements, initiatives and programmes.

NUS QUALITY SERVICE AWARD

Having a great attitude and the drive to exceed customer expectations goes a long way towards delivering outstanding service. The NUS Quality Service Award (QSA) is an annual university award that affirms individuals that demonstrate these attributes and attests to their firm commitment to service excellence.

Eight IRO Sparklers are proud achievers of one of four levels of NUS QSA: Service Champion, Service Leader, Service Achiever and Service Advocate.
FACTS AND FIGURES

STUDENT EXCHANGE PROGRAMME (SEP)
OUTGOING & INCOMING AY2013/14

OUTBOUND

- 1389
- 1407
- 1445
- 1454
- 1677
- 1918
- 1966
- 1665
- 1792
- 1849
- 1288
- 1229
- 1082
- 861
- 928
- 1228
- 1101
- 741
- 533

INBOUND

- 676
- 928
- 1101
- 1267
- 1445
- 1665
- 1792
- 1966
- 1665
- 1407
- 1229
- 861
- 928
- 1228
- 861
- 1101
- 741
- 533

OVERSEAS EDUCATIONAL PROGRAMMES (OEP)
DISTRIBUTION BY PROGRAMME AY2013/14 (7 FACULTIES)

- SEP
- SUMMER PROG
- FIELD TRIP
- COMMUNITY PROJECT
- ENRICHMENT
- IMMERSION
- NOC
- STUDY VISIT
- COMP/CONF/MOOT
- INTERNSHIP
- RESEARCH
- CDP/DDP/JDP

Total: 4582 Students
SEP PARTNER UNIVERSITIES

ASIA & AUSTRALASIA

AUSTRALIA

University-wide

• Monash University
• The Australian National University
• The University of Adelaide
• The University of Melbourne
• The University of New South Wales
• The University of Queensland
• The University of Sydney
• The University of Western Australia

Faculty Level

• La Trobe University
• The Australian National University
• The University of New South Wales
• The University of Sydney
• The University of Melbourne

CHINA

University-wide

• Fudan University
• Harbin Institute of Technology
• Nanjing University
• Nankai University
• Peking University
• Shanghai Jiao Tong University
• Sichuan University
• Sun Yat-sen University
• Tsinghua University
• Wuhan University
• Xi’an Jiaotong University
• Zhejiang University

Faculty Level

• Beihang University
• Central University of Finance and Economics
• China University of Political Science and Law
• Chongqing University
• East China Normal University
• Fudan University

INDONESIA

Faculty Level

• Universitas Gadjah Mada
• University of Indonesia
• Universitas Padjadjaran

JAPAN

University-wide

• City University of Hong Kong
• The Chinese University of Hong Kong
• The University of Hong Kong

Faculty Level

• Akita International University
• Hokkaido University
• International University of Japan
• Keio University
• Kwansei Gakuin University
• Kyoto Institute of Technology
• Meiji University
• National Graduate Institute for Policy Studies (GRIPS)
• Nagoya University Graduate School of Economics
• Osaka University
• Ryuky University
• Ritsumeikan University
• Tokyo University of Foreign Studies
• The University of Tokyo

THAILAND

University-wide

• Chulalongkorn University
• University of Canterbury
• University of Ottawa
• Victoria University of Wellington

Faculty Level

• Dalhousie University
• HEC Montreal
• McGill University
• McMaster University
• Queen’s University at Kingston
• Simon Fraser University
• Thammasat University
• Victoria University
• Western University
• York University

MEXICO

University-wide

• Instituto Tecnológico Autónomo de México (ITAM)
• Centro de Investigación y Docencia Económicas (CIDE)

USA

University-wide

• Arizona State University
• Boston University
• Carleton College
• Carnegie Mellon University
• Case Western Reserve University
• Clarkson University
• Cornell University
• Columbia University
• Duke University
• Emory University
• Georgia Institute of Technology
• Northwestern University
• University of California
• University of Colorado
• University of Delaware
• University of Georgia
• University of Michigan
• University of Pennsylvania
• University of Toronto
• University of Washington
• University of Wisconsin

• Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, Santa Barbara, Santa Cruz, San Diego
### SEP Partner Universities

#### DREAMS AND POSSIBILITIES

**YEARBOOK 2014**

#### INTERNATIONAL RELATIONS OFFICE

#### Faculty Level
- **Boston University**
- **Clarkson University**
- **Columbia University**
- **Cornell University**
- **Duke University**
- **Emory University**
- **Franklin W. Olin College of Engineering**
- **Georgetown University**
- **Georgia Institute of Technology**
- **Indiana University**
- **Iowa State University**
- **Johns Hopkins University**
- **New York University**
- **Northwestern University**
- **Stanford University**
- **Temple University**
- **Texas A & M University**
- **The University of Texas at Austin**
- **University of Connecticut**
- **University of Florida**
- **University of Georgia**
- **University of Hawaii at Manoa**
- **University of Illinois at Urbana-Champaign**
- **University of Michigan**
- **University of Minnesota**
- **University of Missouri**
- **University of Pennsylvania**
- **University of Pittsburgh**
- **University of Southern California**
- **University of Virginia**
- **University of Washington**

#### University-wide
- **University of Copenhagen**
- **Technical University of Denmark**
- **Aarhus University**
- **Copenhagen Business School**
- **University of Copenhagen**
- **University of Southern Denmark**

#### Faculty Level
- **Aarhus University**
- **Copenhagen Business School**
- **University of Copenhagen**
- **University of Southern Denmark**

#### EUROPE, MIDDLE EAST & AFRICA

### AUSTRIA

#### University-wide
- **Universität Innsbruck**

#### Faculty Level
- **Vienna University of Economics & Business**
- **Management Center Innsbruck**

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### BELGIUM

#### University-wide
- **University of Antwerp**

#### Faculty Level
- **Katholieke Universiteit Leuven**
- **Université Catholique de Louvain**
- **Solvay Brussels School of Economics & Management**

#### CROATIA

#### University-wide
- **University of Zagreb**

#### Faculty Level
- **Czech Technical University In Prague**

#### CZECH REPUBLIC

#### University-wide
- **Technical University of Denmark**
- **University of Copenhagen**

### DENMARK

#### University-wide
- **Aarhus University**
- **Technical University of Denmark**
- **University of Copenhagen**

#### Faculty Level
- **Aarhus University**
- **Copenhagen Business School**
- **University of Copenhagen**
- **University of Southern Denmark**

### ESTONIA

#### University-wide
- **Tallinn University of Technology**

### FINLAND

#### University-wide
- **University of Helsinki**

### FRANCE

#### University-wide
- **École Centrale de Paris**
- **École Supérieure de l’Électricité**
- **Institut National des Sciences Appliquées de Lyon**
- **Sciences Po Paris**
- **Université de Grenoble**
- **Polytechnique de Grenoble**
- **Institut d’Études Politiques de Grenoble**
- **Université Joseph Fourier**
- **Université Pierre-Mendès-France (Grenoble 2)**
- **Université Stendhal (Grenoble 3)**
- **Université de Technologie de Compiègne**
- **Université de Technologie de Troyes**
- **Université Paris Sorbonne, Paris IV**

### GERMANY

#### University-wide
- **Universität Freiburg**
- **Eberhard Karls Universität Tübingen**
- **Freie Universität Berlin**
- **Humboldt-Universität zu Berlin**
- **Ludwig-Maximilians-Universität München**
- **Rheinische Friedrich-Wilhelms-Universität Bonn**
- **Ruprecht-Karls-Universität Heidelberg**
- **RWTH Aachen**
- **Technische Universität Darmstadt**
- **Technische Universität Hamburg-Harburg**
- **Technische Universität München**
- **Universität Hohenheim**
- **Karlsruher Institut für Technologie**
- **Universität Konstanz**
- **Universität Mannheim**
- **Universität Stuttgart**
- **Universität Ulm**

#### Faculty Level
- **Bucerius Law School**
- **EBS Business School**
- **Folkwang University of Arts**
- **Hertie School of Governance**
- **Humboldt-Universität zu Berlin**
- **Technische Universität Berlin**
- **Technische Universität München**
- **Hochschule Esslingen**
- **Universität zu Köln**
- **Georg-August-Universität Göttingen**
- **Technische Universität Kaiserslautern**
- **Universität Mannheim**

### GREECE

#### Faculty Level
- **Athens University of Economics & Business**

### HUNGARY

#### University-wide
- **Budapest University of Technology and Economics**

#### Faculty Level
- **Corvinus University of Budapest**

### IRAN

#### Faculty Level
- **Tehran University**

### IRELAND

#### University-wide
- **Trinity College Dublin**

#### Faculty Level
- **University College Cork**

### ISRAEL

#### University-wide
- **Technion-Israel Institute of Technology**

#### Faculty Level
- **Technion-Israel Institute of Technology**

### ITALY

#### University-wide
- **Università Commerciale Luigi Bocconi**
- **Università di Milano-Bicocca**

#### Faculty Level
- **Politecnico di Milano**
- **Università Commerciale Luigi Bocconi**

### LITHUANIA

#### University-wide
- **Vilnius University**

### NETHERLANDS

#### University-wide
- **Eindhoven University of Technology**
- **University of Amsterdam**
- **Utrecht University**

#### Faculty Level
- **Erasmus University Rotterdam**
- **Leiden University**
- **Maastricht University**
- **The Royal Conservatoire den Haag**
- **Tilburg University**
- **Utrecht University**

### NORWAY

#### University-wide
- **Norwegian University of Science & Technology**
- **University of Oslo**

#### Faculty Level
- **BI Norwegian Business School**
- **Norwegian School of Economics**

### POLAND

#### University-wide
- **Cracow University of Technology**
- **Jagiellonian University**
- **Warsaw School of Economics**
- **Warsaw University of Technology**

#### Faculty Level
- **Warsaw School of Economics**

### PORTUGAL

#### Faculty Level
- **Universidade Católica Portuguesa, Lisboa**
- **Universidade Nova de Lisboa**
IRO would like to thank all our sponsors and donors. With your commitment, IRO has been able to fulfil its mission to foster closer international partnerships for transformative global engagement.

**GIFTS IN HONOUR**

Jacob Phang Student Exchange Scholarship Fund  
Family of the late Jacob Phang  
Pan Yufen, Jessica

Tan Mingwei Global Community Service Grant  
Family of the late Tan Mingwei  
Koh Tze-Ming, Colin  
Tan Guay Ngi, Judith

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A/Prof Anne Pakir, IRO Director  
Baden-Württemberg Stiftung  
Banco Santander, S.A.  
Embassy of France (Ambassade de France), Singapore  
Fulbright Association (Singapore)  
Government of Italy  
IE Singapore  
Italian Cultural Institute in Singapore  
Japan Student Services Organisation  
Lee Foundation  
Ministry of Foreign Affairs, Singapore  
Prof Tan Choh Chuan, NUS President

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Deep appreciation goes to all others who have helped in one way or another, including all students and colleagues for their contributions.
NUS CELEBRATES 110 YEARS OF DEDICATED SERVICE TO THE NATION, TOGETHER WITH SINGAPORE’S 50TH YEAR OF INDEPENDENCE, IN 2015. AS THE NATION’S FIRST HIGHER EDUCATION INSTITUTION, THE UNIVERSITY HAS NURTURED GENERATIONS OF LEADERS FOR THE COUNTRY AND ASIA.