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The NUS Global Relations Office (GRO) fosters partnerships with like-minded institutions around the world to enhance NUS’ standing as a world-class institution of higher learning. In tandem with NUS’ vision of becoming a leading global university shaping the future, GRO has developed meaningful international engagements with many peer institutions, and fostered interactions and collaborations in education, research and technology, which 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), GRO also works with NUS Faculties and Schools on other overseas attachments, including International Summer/Winter Programmes (i-SP), International Research Attachment Programmes (i-RAP) and Study Trips for Engagement and EnRichment (STEER).

NUS’ memberships in various global university networks facilitate mutual leveraging on the distinctive strengths of member universities in education and research, and offer opportunities for student participation in summer/winter programmes, research conferences, student forums and internships hosted by members.
The NUS Global Relations Office (GRO) was formed on 1 January 2018, combining the strengths of the previous International Relations Office (IRO) and elements of the University and Global Relations (UGR) Office. GRO seeks to advance NUS’ global stature and establish quality global programmes for its students. The Office represents enhanced breadth and capability in NUS’ internationalisation efforts, as the University aspires to be a key global community of academics, researchers, staff and students, working together with a spirit of innovation for a better world.

NUS has its finger on the pulse of emerging global trends, and strives to create meaningful impact and nurture future-ready graduates. The establishment of GRO this year has capitalised on the University’s track record of high quality student international mobility programmes, strategic engagements and global thought leadership. These are crucial in the today’s world, where global programmes and engagements help strengthen cross-cultural understanding, and where global thought leadership helps foster in-depth conversations on internationalisation.

Holistic university education develops not only academic knowledge, but also cultivates a student’s global awareness. The mandate and challenge of GRO are to further elevate global learning. This year, GRO administered one of the largest Student Exchange Programmes in the world, with approximately 2,000 students venturing out to partner universities. In addition, the unique Study Trips for Engagement and EnRichment (STEER) programmes, which weave cultural-business-governmental-academic components together, saw a record of over 300 participants. GRO is committed to innovating and enhancing NUS’ suite of global education programmes, so that each experience leaves a lasting impact on our students and the societies they contribute to, today and in the future.

Data is changing the way we view and interact with the world today. The ingenious use of data can help us adapt, keep up with continuous change, and achieve greater impact in global programmes. GRO seeks to lead in this area, by looking at how data collected from programmes and activities, can be analysed to derive evidence-based insights into global education. We foresee that it has the potential to assist in the design of impactful global initiatives with practical and positive outcomes. Efforts have been made to examine the correlation between global programmes and graduate employment, and instructive insights are expected down the road.

As a leading global university in a constantly evolving world, NUS is continuously thinking of new ways of global engagement. GRO will therefore further build on its foundation of strong partnerships and programmes that have helped propel NUS forward. The focus will continue to be on forging mutually beneficial relationships that enhance NUS’ global stature, as well as to develop and implement high quality global programmes. Consequently, GRO will press on, with the conviction that the key to making an impact comes from working closely together – with students, academic staff, partner universities, corporate organisations and benefactors.

2018 has been a challenging, yet fruitful first year for GRO. The achievements realised have been made possible through the continued support of all our stakeholders, partners and generous donors, to whom we are grateful.

Professor Victor Shim
Associate Vice President
Global Relations Office
# GRO Milestones at a Glance

**August 2017 to July 2018**

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<td><strong>New Beginning:</strong> NUS Global Relations Office (GRO) 1 Jan</td>
<td><strong>International Summer Fair (ISF) 2018</strong> 31 Jan</td>
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<td><strong>APAIE Board of Directors Meeting, Singapore 1-2 Nov</strong></td>
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<td><strong>29th EAIE Conference and Exhibition, Seville 12-15 Sep</strong></td>
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<td><strong>STEER India 10-21 Dec</strong></td>
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<td><strong>Tri-SEP Agreement signed with Queen’s University at Kingston and the University of St Andrews 6 Oct</strong></td>
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<td><strong>STEER Cambodia 10-23 Dec</strong></td>
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BUILDING THE Global Network
Through a host of strategic networking initiatives and activities, the GRO team facilitates the presence of NUS worldwide and makes it possible for NUS students to maximise their global learning experience.
The 29th Annual European Association of International Education (EAIE) Conference and Exhibition was held in Seville, Spain from 12 to 15 September 2017. The theme of the conference, “A Mosaic of Cultures”, reflected not just the cultural heritage of the beautiful city, but also the vast array of backgrounds found in the international higher education community.

At the event, the NUS delegation led by then IRO director A/Prof Anne Pakir, had the opportunity to meet up with both university-wide and faculty-level partners, and other non-partner universities to discuss potential collaborations. A/Prof Pakir also delivered two presentations, titled “Collaboration between universities and private sector: What is there to gain?” and “Mobilising talent through targeted international programmes”.

Attended by over 6000 participants from more than 95 countries around the world, EAIE 2017 featured 12 campus experience sessions, 42 plenaries and 43 networking events.
The GRO delegation, led by Associate Vice President Professor Victor Shim, attended the NAFSA 2018 Annual Conference & Expo from 27 May to 1 June 2018. The theme of the conference was “Diverse Voices, Shared Commitment”, which highlighted the value and power of diverse voices that lead to more authentic collaborations, and alternative narratives that challenge old ideas and inspire new solutions.

Attended by representatives from over 100 countries around the world, the event featured more than 200 professional learning sessions and programmes, which allowed participants to meet and dialogue with peers and leaders across borders to discuss key issues on international education.

NUS, together with Nanyang Technological University (NTU), Singapore Management University (SMU) and Singapore University of Technology and Design (SUTD), jointly fronted the Singapore Pavilion. During the event, the GRO delegation had the opportunity to interact with NUS partner universities and other institutions, to discuss student mobility matters and explore potential new programmes.
The APAIE 2018 Conference & Exhibition was held from 25 to 29 March 2018 at the Marina Bay Sands Expo and Convention Centre. Led by NUS, and co-hosted by NTU, SMU and SUTD, the theme of the conference was “The Impact of the Fourth Industrial Revolution on Higher Education in the Asia Pacific”. The four-day event featured more than 270 booths by 360 organisations and higher education institutions from around the world, and attracted over 2,200 participants from 58 countries. Six local universities (NUS, NTU, SMU, SUTD, Singapore University of Social Sciences (SUSS) and Singapore Institute of Technology (SIT) jointly fronted the Singapore Pavilion at the conference, to promote Singapore as a destination for higher education.

The Centre for Future-Ready Graduates (CFG) provided a pre-conference workshop elaborating on the Roots and Wings programme pioneered at NUS, a novel future-ready skills programme for undergraduate students. The interactive workshop shared findings on essential soft skills valued by employers, and allowed participants to experience activities embedded in the Roots and Wings curriculum.
The Conference saw an inaugural Provosts’ Plenary session, featuring the Provosts of the four co-hosting institutions in an invigorating discussion on how the Fourth Industrial Revolution would change the higher education landscape in Singapore.

NUS President Prof Tan Eng Chye chaired the Presidents’ Roundtable, titled “Future-ready graduates: Three big ideas for nurturing students at your university”, where the Presidents, Vice-Chancellors and Rectors of various higher education institutions shared their insights on work-study integration, encouraging entrepreneurship, increasing employability, as well as collaborative learning.

Vice President (University and Global Relations) Prof Andrew Wee was part of a panel with fellow U21 institutions (Waseda University and Hong Kong University), exploring the impact of internationalisation on enhancing graduate employability, and also how university networks can be leveraged on to boost internationalisation efforts at universities.

Associate Vice President (University and Global Relations) A/Prof Anne Pakir chaired the Regional Reports session for Indonesia, Malaysia, Singapore and Vietnam, and also delivered a presentation titled “Singapore’s Higher Education Scene: Leapfrogging into the Future.”

Left: A panel discussion by the Provosts of the four co-hosting universities of APAIE 2018 on the topic “The Fourth Industrial Revolution: How will it change Singapore’s higher education landscape?”. (From left: Prof Ho Teck Hua, NUS; Prof Ling San, NTU; Prof Lily Kong, SMU; Prof Chong Tow Chong, SUTD).

Below: The Presidents’ Roundtable at APAIE 2018.

Above: NUS President Prof Tan Eng Chye joined the APAIE 2018 Global Dialogue, where he and the heads of different higher education associations offered their views on how universities should respond to the Fourth Industrial Revolution.
RO is at the front line when it comes to student international mobility programmes and global engagement. GRO travels around the world to enhance NUS’ global standing by sharing best practices with partner universities, showcasing NUS as an attractive exchange destination, and facilitating the participation of NUS Senior Management in overseas meetings and conferences.

Below: A visit to the University of Bologna, Italy, our new University-wide student exchange programme partner in April 2018; Senior Associate Director Ms Koh Li Ling (middle) and Manager Ms Debbie Choi (third from right).

Above: A visit to the University of Sydney in October 2017; Associate Vice President Prof Victor Shim (back row: first from left) and Associate Vice President A/Prof Anne Pakir (front row: third from right).

Above: Manager Mr Jacob O’ Quinn (seated, middle) with exchange students from NUS at the University of Sydney Study Abroad Fair in April 2018.

Right: A visit to the Hanoi University of Science and Technology in July 2018; NUS President Prof Tan Eng Chye (centre) and Associate Vice President Prof Victor Shim (second from right).

Right: Manager Ms Zann Lum (middle) with exchange students from NUS at the University of Sydney Study Abroad Fair in April 2018.
As part of our continuous drive to advance NUS’ global stature, GRO facilitated more than 150 visits in AY2017/18, comprising ministerial, university and corporate delegations, thereby strengthening and expanding NUS’ internationalisation efforts in the areas of education, research and technology.
BUILDING THE Global Network

DEVELOPING COLLABORATIONS THROUGH GLOBAL UNIVERSITY ALLIANCES

US is a member of various global university alliances, leveraging on member universities’ diverse and distinctive strengths for excellence in education and research. GRO supports NUS faculty, staff and students in alliance activities, where they are afforded the opportunity to network and collaborate with their peers and counterparts on areas of common interest.

International Alliance of Research Universities (IARU)
The IARU is a collaboration among 11 of the world’s leading research-intensive universities that share similar visions for higher education. Established in 2006, its members are The Australian National University, ETH Zurich, Peking University, University of California, Berkeley, University of Cambridge, University of Cape Town, University of Copenhagen, University of Oxford, The University of Tokyo, Yale University and NUS.

NUS hosted the inaugural IARU Cybersecurity Forum on 4 to 5 April 2018, where Chief Information Officers and Chief Information Security Officers shared cybersecurity practices in their respective universities’ and countries.

Among IARU initiatives, NUS is active in the IARU Joint Online Course, IARU Sustainable Campus Initiative and IARU Real Estate Working Group, where they develop benchmarking and case studies in the respective areas.
Association of Pacific Rim Universities (APRU)

The APRU is a consortium of 50 leading research universities in the Pacific Rim that aims to bring together thought leaders, researchers, and policymakers to exchange ideas and collaborate on effective solutions to the challenges of the 21st century.

NUS President Prof Tan Eng Chye and Vice President (University and Global Relations) Prof Andrew Wee attended the APRU Annual Presidents’ Meeting hosted by National Taiwan University from 24 to 26 June 2018, with the theme “Our Digital Future in a Divided World”.

For the inaugural The New York Times–APRU Asia Pacific Case Competition, three entries from NUS made it to the top ten submissions (including 1st and 2nd runners-up). Two students from the University Scholars Programme also represented NUS at the APRU Undergraduate Leaders Programme 2018 held at the University of Sydney from 9 to 19 July.

Asian Universities Alliance (AUA)

Launched in April 2017, the mission of AUA is to jointly address regional and global challenges, specifically related to higher education and economic, scientific and technological development, by strengthening collaboration among its 15 member institutions.

NUS President Prof Tan Eng Chye and Vice President (University and Global Relations) Prof Andrew Wee attended the AUA Summit 2018, which coincided with the high-level Boao Forum for Asia 2018 Annual Conference featuring dialogues with notable leaders from governments, industry and businesses all over the world. At the Boao Forum, NUS President Prof Tan Eng Chye participated in the Higher Education Roundtable, sharing on the rise of Asian universities.

NUS students had the opportunity to participate in various AUA student mobility programmes, such as the AUA Students Update on Life Below Water hosted by Universitas Indonesia, and the AUA Deep Dive Program hosted by Nazarbayev University.

Left: Student representatives of member universities at the APRU Undergraduate Leaders Programme 2018.

Below: NUS President Prof Tan Eng Chye (second from left) with other university leaders at the AUA Summit 2018.
ASEAN University Network (AUN)

Established in 1995, the AUN is a network of leading universities in ASEAN, which share a commitment to strengthen cooperation among ASEAN universities and the region’s scholars, academicians and researchers. It also promotes collaborative study, research and educational programmes in areas identified as priority, and serves as the policy-oriented body in higher education in the ASEAN region.

Within the network, NUS has been actively involved in the AUN-Quality Assurance (QA) initiative. The AUN-QA Network is responsible for the promotion of quality assurance in higher education institutions, raising the quality of higher education, and collaborating with both regional and international bodies for the benefit of the ASEAN community. A/Prof Tan Kay Chuan, Director (Asia Programmes), Office of the Vice President (University and Global Relations), has been NUS’ champion in this initiative since 2004, and is currently the NUS Chief Quality Officer to the ASEAN University Network, Lead Assessor and Trainer.

NUS also represents Singapore as a Board of Trustee (BOT) member and attends the annual AUN BOT, Rectors’ Meetings, and AUN and ASEAN Plus Three Rectors’ Conference. NUS is also active in various other thematic sub-networks, including the AUN Business and Economics Network, University Social Responsibility and Sustainability, Health Promotion Network and ASEAN Credit Transfer System.

Above and below: Adapted from a news article in Borneo Bulletin, 28 July 2018 – “Global Experts Discuss Education Issues at Brunei Dialogue 2018”, in which NUS President Tan delivered a Keynote Speech on “The Role of Universities in Promoting Lifelong Learning” at Universiti Brunei Darussalam, to more than 80 university presidents, rectors, vice-presidents and participants from Asia. The Brunei Dialogue, organised by Universiti Brunei Darussalam, was held during a series of AUN and ASEAN+3 meetings in July 2018.
Universitas 21 (U21)

Universitas 21 is an international network of 27 leading research-intensive universities in 17 countries. The network aspires to create distinct opportunities for multilateral collaboration and engagement with a clear focus on educational development, mobility of students and every category of staff, research and knowledge transfer, and the core systems and processes that support such activity. NUS has participated in various U21 initiatives, including the U21 Early Career Researchers’ Conference, U21 Student Mobility Network Meeting and U21 Educational Innovation Conference.

Besides participation in the Annual General Meeting, Presidents’ Meeting and Senior Leaders’ Meeting, NUS also contributes actively in the U21 Educational Innovation Steering Group, through the Centre for Development of Teaching and Learning, and the U21 Data Sharing Supporting Strategy (DS³) Collaborative Group, through the Office of Senior Deputy President and Provost. NUS faculty members often attend the Early Career Researcher Workshops, Educational Innovation Conference and Librarians’ Group Meeting.

Alliance Student Activities

For AY2017/18, GRO facilitated around 40 students on mobility programmes offered by the alliances. Travel grants are available for students to take part in a wide diversity of programmes hosted by universities in the alliances, such as the IARU internship programme, AUN and ASEAN+3 Educational Forum and Young Speakers Contest, APRU Undergraduate Leaders Programme, and U21 Summer School.
At NUS, a significant amount of time and effort is devoted to sharing NUS’ expertise and experiences, to help build leadership capabilities across the region. NUS has partnered Temasek Foundation International (TF Int’l), a Singapore-based non-profit philanthropic organisation, in developing the TF Int’l-NUS Programme for Leadership in University Management (PLUM). Aimed at improving the quality of higher education and strengthening relationships between universities in the region, the PLUM series features customised executive programmes for university management staff, gathering the top minds of educational institutions to engage in constructive dialogue and share best practices.

In 2018, NUS organised the PLUM China Summit in conjunction with Innovfest Suzhou 2018, held at the NUS Suzhou Research Institute from 21 to 22 June. The PLUM China 2018 brought together 52 participants from 24 Chinese universities to share ideas and discuss the latest developments in areas such as University Innovation & Entrepreneurship, and Artificial Intelligence.
NUS also visited Vietnam National University, Hanoi, and Vietnam National University, Ho Chi Minh, in September 2017, to meet with former participants of PLUM Southeast Asia at NUS. During these trips, NUS also conducted workshops on topics relating to university management such as HR transformation and internationalisation. A similar trip was made to visit Yangon University, Myanmar, to meet with the PLUM Southeast Asia participants. A/Prof Anne Pakir, Associate Vice President (University and Global Relations), led the NUS delegation on this trip and conducted a talk on the NUS journey for staff and students from Yangon University. These trips helped to foster closer relationships and strengthen networking and collaborative opportunities with partner universities in Southeast Asia.
EXPLORING THE Globe
GRO paves the way for NUS students to expand the scope of their learning experience by living and exploring the world. Through participation in the diverse array of overseas exchanges, short-term programmes and research attachments with partner universities and organisations, the students find their academic and personal lives enriched, transformed and inspired.
BROADENING OUR HORIZONS

With a network of 342 partner universities across 45 countries, the Student Exchange Programme (SEP) continues to be the largest and most established global programme in NUS.

In AY 2017/18, 2,212 NUS students embarked on SEP while 2,163 incoming students from partner universities were hosted – a record high!

By offering students an experiential learning experience that aims at maximising their potential and future readiness, SEP sets the students up to be effective global citizens.

Through strategic and sustainable partnerships with universities globally, GRO continues to value-add to students’ experience, both locally and abroad.

SEP has consistently received overwhelmingly positive feedback:

- More than 90% of both outgoing and incoming students are highly satisfied with their SEP experience
- More than 95% of SEP participants from partner institutions would recommend NUS to their peers at their home universities
- Almost all SEP participants would gladly participate in SEP again if given the chance.

Exchange has been nothing short of amazing. The unexpected encounters, views and experiences in a foreign land left me in awe, be it a day spent among fossil collections, a hike, a meal with my friend’s family or even a simple stroll down the street. I realise how small my own world is and that there is so much more that I have yet to learn. This experience catalyses my desire to explore the world and to grow as a more worldly global citizen.

– Tan Jit Yee, Faculty of Science (Environmental Studies), SEP to University of St Andrews, Scotland

Tan Jit Yee on a beach at St Andrews, Scotland.
Going on exchange alone may seem daunting initially but with the unwavering friendships forged, I have had the experience of a lifetime. This photo encapsulates what exchange truly meant to me – the unplanned meeting of strangers in their pursuit of an experience, eventually returning from abroad with a collective understanding of the joys and memories we shared.

– Soh Hwee Sin, Faculty of Arts and Social Sciences, SEP to University of British Columbia, Canada

In a world of myriad existences, it is by fate that we meet. Many are those who walk past one another, many are those who see but do not know each other. It is by heaven’s will that we are now friends. Let us treasure, speak the truth, empathise and respect one another. To a limitless genuineness and a friendship forever.

– Rachel Lau, NUS Business School, SEP to Peking University, China
Beijing has really grown on me, and these 5 months will forever be etched in my mind as the journey of my life. Academically, I studied at a top university in China. I even had the opportunity to see international real estate and its positioning in China and the world (domestic and international tourism). I made friends from all around the world, and learned more about my ancestry and the beauty of the Chinese language. To everyone that was a part of this trip, I genuinely thank you for making a difference in my life.

大家, 有缘再见, (Everyone, till we meet again.)

- Sammel Yeo You Jian, School of Design and Environment, SEP to Tsinghua University, China

SEP was an experience that I wouldn’t trade for anything else because not only did it allow me to take my interest in Korean culture further, I also managed to meet new people and forge new friendships along the way.

- Aloysius Tan, Faculty of Arts and Social Sciences, SEP to Yonsei University, South Korea

Aloysius Tan (2nd from left) with other exchange students at the Garden of Morning Calm in South Korea.

EXPLORING THE GLOBE

Sammel Yeo in front of Tsinghua University’s Old School Gate
The year abroad opened my mind and heart; it taught me meaningful lessons about friendship, identity, life and also showed me how we could change someone’s world for the better. The exchange experience was an educational journey that extended beyond the classroom. Without the pressure to achieve particular grades, I took classes out of pure interest and enjoyed learning in a different academic culture, alongside students from various countries. Tri-SEP allowed me the opportunity to meet people from different walks of life and discover different cultures through conversations, travels and eating each other’s food. I will remember the wonderful joy of cooking together with friends and the experience of working with local volunteers and asylum-seekers to prepare nightly meals at a refugee shelter where I was volunteering at. Having being touched by the kind hospitality of the community I stayed with, I also hope to pay it forward to international friends and needy strangers in future.

– Tan Mei En Dawn, Faculty of Arts & Social Sciences, Tri-SEP to McGill University and University of Glasgow

In AY2017/18, two students from NUS’ Faculty of Arts and Social Sciences, embarked on the first Tri-SEP (Tripartite SEP) with McGill University (Canada) and University of Glasgow (the United Kingdom).

Tri-SEP allows students to participate in an exchange programme by spending one semester each at two different partner universities located in different countries.
EXPLORING THE Globe

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<th>Our Partner Universities</th>
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<tr>
<td>ASIA</td>
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<tr>
<td>95 Universities</td>
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<tr>
<td>AUSTRALASIA</td>
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<td>13 Countries</td>
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STUDENT Exchange Programmes

45 Countries

342 Universities

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<td>166 Universities</td>
<td>28 Countries</td>
<td>81 Universities</td>
<td>4 Countries</td>
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Annual Report of GRO 2018
I really wanted to give to the needy local communities and so I took on activities on campus such as learning hairstyling to help elders in nursing homes. In addition, I also contacted organisations to ask if they needed help. This meant searching online, emailing and meeting people at events to share about what I could do to help, and hoped they would let me be a part of their causes. Finally, I found the Migrant Children’s Foundation, an NGO established in Beijing. I became a student teacher at a migrant children school, a weekly event series that helps 5-year-old children learn English letters and numbers, and simple commands and dialogue. Even if the children could not fully understand what we taught in the short classes, or that the schools were in the outskirts of Beijing and we often had to be up at 6.30am on Saturdays for the 2 hours bus-train ride and walk, it was all exciting and fulfilling.

– Lim Jing Wei,
Faculty of Arts and Social Sciences, SEP to Tsinghua University, Recipient of Chinese University Study Award and Young Talent Programme – Market Immersion fund

With the aid of the US-Singapore Summer Exchange Scholarship, I had the privilege of attending an eight-week summer quarter at Stanford University under the International Honors Program. Being right in the heart of Silicon Valley, I also had the chance to get up close with the biggest tech companies. At the Tesla showroom located at the Stanford Shopping Centre, I rode the revolutionary electric car company’s Model S and toured its various innovations and features (including the breath-taking acceleration!). I also had the opportunity to visit Googleplex, where I saw firsthand the sheer size of Google’s operations and workforce.

– Au Liang Jun, School of Computing, Stanford University International Summer Honors Program, Recipient of the US-Singapore Summer Exchange Scholarship
Besides academic pursuits, the International Summer and Winter Programmes (i-SP) provide the opportunity for students to cultivate a deeper appreciation of the culture and lifestyle of the host country.

The opportunity to take academic courses of interest outside of the official academic term, offers immeasurable value to students’ learning experience. Typically, these programmes are held from May to July (for summer) and December to January (for winter) each year.

In AY2017/18, 1,653 students participated in a total of 65 summer/winter programmes and research attachment programmes in the Americas, Africa, Asia, Australasia, Middle East and Europe.

Hello from the Netherlands, land of the truly free, where stroopwafels are ubiquitous, huge bouquets of tulips go for 5 euros in the Saturday flower markets, and the tastiest fries come with a mix of curry tomato, mayonnaise and small chunks of onions. We had to interview an elderly person in Utrecht for our assignment, and I’m loving this elderly lady’s zest for life, as she still makes an effort to age healthily through the tips we covered in our class! 

- Kang Mei Mei, Faculty of Science, Utrecht Summer School – Healthy Aging course

I am so grateful to have such an opportunity to acquire knowledge and gain experience in different aspects of China. As I am going to graduate soon, this trip really changed my views of the Chinese history and shaped my vision of the world, leading to huge impact on my goal and career path. Initially I thought I would be more interested in the E-commerce part of the programme, but it turned out that I got more interested in Chinese philosophy, ideology and Suzhou gardening.

– Zhao Yiting, Faculty of Engineering, NUSRI 2017 Winter Programme

Aerial view of NUSRI taken by Zhao Yiting using a drone.
The NUS Study Trips for Engagement and Enrichment (STEER) programme is designed to familiarise students with the diverse socio-cultural-economic environment of newly developing and fast-evolving regions. Designed to be thematic, the STEER programme empowers undergraduates to break existing mindsets about these emerging regions through participation in immersive educational and cultural experiences.

First launched in December 2010, STEER programme destinations have included Bosnia and Herzegovina, Botswana, Brazil, Brunei, Cambodia, China, Costa Rica, Croatia, Hungary, India, Indonesia, Kazakhstan, Kuwait, Malaysia, Montenegro, Myanmar, Nepal, Oman, Panama, Poland, Qatar, Saudi Arabia, Serbia, Slovakia, South Africa, Sri Lanka, Thailand, the United Arab Emirates, Uzbekistan, Vietnam, Zambia and Zimbabwe.

In AY2017/18, STEER brought more than 370 students to many academically and culturally rewarding places, such as 12 United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage Sites – 9 in Asia, 2 in Europe and 1 in Africa.

| UNESCO WORLD HERITAGE SITES / CENTRES VISITED ON STEER PROGRAMMES |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| Cambodia        | Angkor          |
| China           | Gulangyu Island | Old Town of Lijiang |
| Croatia         | Old City of Dubrovnik |
| Malaysia        | George Town, Penang |
| Montenegro      | Natural and Culturo-Historical Region of Kotor |
| Nepal           | Kathmandu Valley |
|                 | Durbar Square (Kathmandu) |
|                 | Durbar Square (Boudhanath Stupa) |
|                 | Durbar Square (Patan) |
|                 | Bhaktapur Royal Palace Square |
| Uzbekistan      | Samarkand |
| Zambia          | Victoria Falls at Livingstone |
Students visited the North Atlantic Treaty Organization (NATO) HQ in Bosnia. They discussed key issues pertaining to NATO’s role in maintaining peace and security in the region, as well as future challenges faced by it. Two UNESCO sites at Dubrovnik and Kotor were visited.

Films such as The Game of Thrones tend to focus on and even glamourise conflict and power struggles, yet meeting survivors was a disturbing reminder that behind every statistic, behind every report of a battle or strike, were human lives being shattered.

– Amirah Rozaini, Faculty of Arts & Social Sciences, Year 2

Singapore is eerily similar to Yugoslavia immediately prior to its violent breakup in 1993. Yugoslavia was an unlikely multi-ethnic society carefully treading a difficult course between the Soviet Bloc and the Western world. It was highly successful in this regard and prospered immensely, benefiting from trade with both camps during the Cold War.

– Dikaios Pang Siran, Faculty of Law, Year 1

One highlight was the design-thinking workshop conducted by NUS STEER delegates for an audience comprising local students from the Tribhuvan University in Kathmandu. We were honoured and delighted to share our perspective on community projects, and we hope that it would provide another approach that could aid the Nepali students in achieving great things in their endeavours.

– Amirah Rozaini, Faculty of Arts & Social Sciences, Year 2

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STEER Balkans participants at the NATO HQ in Bosnia.

SISTEER (SOCIAL INNOVATION STEER) NEPAL

UNESCO: Durbar Squares (Kathmandu, Patan & Bhaktapur Royal Palace Squares) and Boudhanath Stupa.

Left: SISTEER Nepal participants at the Boudhanath Stupa, a UNESCO World Heritage Site.

Below: An experiential learning visit to a village on a mountain ridge in Tanahun, Nepal.
I have gained a deeper insight into Uzbekistan and the opportunities and threats to its development. Uzbekistan is a vibrant, youthful country that is undergoing massive reforms, and I am optimistic that if it can effectively address its challenges, it will rapidly progress to a high-middle income society.

– Ryan Teo Jin Chuan, Faculty of Science, Year 2

On designing our masterplan for the village we visited, we were also required to weave in the unique socio-cultural values of the village. These are concepts we cannot simply learn and apply from our classrooms, which is what made this trip a fulfilling one!

– Charlotte Lau, Faculty of Engineering, Year 2

Getting the opportunity to be exposed to the rich culture in China inspires me to seek other avenues to pursue learning in a global setting. It helps me to foster a spirit of adventure and builds my self-confidence.

– Chew Yu Liang, Faculty of Engineering, Year 2
One experience that was memorable for the NUS student participants on this trip was the lecture at Huaqiao University in Quanzhou, where the lecturer shared passionately the Chinese government’s rationale in promoting the One Belt One Road Initiative.

— Wee Su-ann, Faculty of Law, Year 1

In general, I felt that Botswana’s strength lies in its strong sense of community that is increasingly lacking around the world. Throughout my whole journey, friendly strangers would randomly approach us to ask us where we came from, and to teach us something about Botswana culture. The sense of belonging to their home was further emphasized when one of the University of Botswana students said that even for marriages to foreigners, the Botswana people would try to bring their partner into Botswana rather than migrate.

— Rachel Ong Lin Hui, Faculty of Science, Year 1

Learning about the rich history of Cambodia, both ancient and modern, was truly a humbling and unique experience.

— Toby Tan, Faculty of Arts & Social Sciences, Year 2
SHARING THE Global Story
Through fun and engaging activities and sharing their unique SEP stories, NUS student volunteers go a long way to partner GRO to enhance the student exchange experience.
The brand new Global Lounge at the Shaw Foundation Alumni House (SFAH) opened its doors on 1 March 2018, as a hub dedicated to promoting a diverse range of exciting global opportunities for students. Since its opening, it has been the choice venue for meetings, visits, briefings, and trainings.

The Peer Advising Programme run by six Peer Advising Leaders (PALs) create different ingenious platforms to enhance the SEP experience for incoming, outgoing and returning exchange students.

Throughout the semester, the PALs organised a host of activities for incoming exchange students to meet local NUS students, and learn about Singapore and NUS.

In AY2017/18, the PALs engaged incoming exchangers with their signature events – International Coffee Catchups (ICC); Around the School tours; Dare to Dragonboat; Chinatown Bingo and Welcome and Farewell parties.

Back by popular demand were the Chinese New Year celebrations and SG101. To foster friendships between incoming, outgoing and returning students, the PALs also organised BRIDGE, a networking session which connects returning, incoming and departing groups together. The PALs also conducted month-long SEP clinics to share with outgoing NUS students, their overseas experience.

Events, 2,200 students
Right: SG101 and International Coffee Catchup
At one of the PAL’s hottest events, Darren, a former PAL and licensed tour guide, shared facts about Singapore, its culture, history and social structure with exchange students. Thereafter, the exchangers headed out with their NUS local buddies to explore some of the locations/activities that Darren shared in his talk.

Left: Dare to Dragonboat
One of the PAL’s flagship events, that gives exchangers a chance to try their hand at dragonboating on the Kallang River.

Right: Have U been to Ubin?
Exchangers get a taste of nature at this cycling trip.

Right: Chinatown Bingo
This event exposes our exchangers to Singapore’s rich food culture.

Right: Clementi Shopping Trip
Exchangers visit Clementi to shop for basic items that they will need to settle in.

Left: Around the School Tours
Local NUS students show incoming exchangers around the campus.

Below: Welcome Party
Starting the semester with a bang as exchangers mingle and meet with CCA groups at NUS.
SUPPORTING THE Global Impact
The life-changing study abroad experience is made accessible to more NUS students through different awards, scholarships and financial aid. With some help, students from diverse background are empowered to confidently take on distinct educational adventures that will impact their future personally and professionally.
Financial Aid, Awards and Scholarships

NUS, with the support of both internal and external donors, offers the following financial aid, awards and scholarships for overseas student programmes.

- Baden-Württemberg Scholarship, Germany
- China Initiatives Steering Committee (CISC) Funding
- Chinese University Study Awards (CUSA)
- DUO-Singapore Exchange Fellowship Award
- DUO-Sweden Fellowship Programme
- Enterprise Singapore Young Talent Programme (YTP) – Market Immersion
- EPFL Student Exchange Award
- ETH Zurich Student Exchange Award
- Fulbright Association (Singapore) Student Exchange Award
- Global KU Scholarship, Korea University
- International Research Attachment Programme (i-RAP) Award to USA and Canada
- Italian Government Scholarship (for postgraduates only)
- Jacob Phang Memorial Scholarship
- Japan Student Services Organisation (JASSO) Scholarship
- Language Immersion Award (France and Germany)
- Loh Boon Chye & Family SEP Awards
- Network Activities Travel Grant
- NUS Awards for Study Abroad (NASA) Exchange Bursary
- NUS Awards for Study Abroad (NASA) Exchange Scholarship
- NUS-French Double Degree Programme (French language immersion)
- NUS in Asia SEP Award
- NUS International Internship Award
- NUS-UBC (University of British Columbia) Lee Foundation Student Exchange Award
- Overseas Student Programme (OSP) Loan
- Santander Undergraduate Research Exchange (SURE) Programme
- SEP Award for the Community Spirited
- Sino-Singapore Undergraduate Exchange (SSUE) Programme
- STEER (Study Trips for Engagement and EnRichment) Award
- Tan Mingwei Global Community Service Grant
- Technical University of Munich (TUM) Student Exchange Award
- Temasek Foundation International Leadership Enrichment and Regional Networking (TF Int’l LEaRN) Programme @ NUS
- Universitas 21 (U21) Scholarship, Korea University
- University of Geneva Student Exchange Award
- University of Zurich Student Exchange Award
- US-Singapore Summer Exchange Scholarship Programme
- Yale Visiting International Student Program (Y-VISP) and Scholarship
## NUS Student Exchange Partners

### Australia
- Griffith University
- La Trobe University
- Monash University
- Queensland University of Technology
- 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
- University of Toronto
- University of Victoria
- University of Waterloo
- Western University
- York University

### Austria
- Management Center Innsbruck
- Universität Innsbruck
- Vienna University of Economics & Business

### Belgium
- Katholieke Universiteit Leuven (KU Leuven)
- Solvay Brussels School of Economics & Management
- Université Catholique de Louvain (UCL)
- University of Antwerp

### Brazil
- Universidade de São Paulo

### Canada
- Concordia University
- Dalhousie University
- HEC Montréal
- McGill University
- McMaster University
- Queen’s University at Kingston
- Simon Fraser University
- The University of British Columbia
- Université du Québec à Montréal (UQAM)
- University of Alberta
- University of Calgary
- University of Guelph
- University of Ottawa

### China
- Central University of Finance and Economics
- China Europe International Business School
- China University of Political Science and Law
- Chongqing University
- East China University of Political Science and Law
- Fudan University
- Nanjing University
- Peking University
- Renmin University
- Shanghai Jiao Tong University
- Shenzhen University
- Southeast University
- Sun Yat-sen University
- Tianjin University
- Tongji University
- Tsinghua University
- Wuhan University
- Xiamen University
- Xi’an Jiaotong University
- Zhejiang University

### Croatia
- University of Zagreb

### Czech Republic
- Czech Technical University in Prague

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

### Estonia
- Tallinn University of Technology

### Finland
- Aalto University
- Tampere University of Technology
- University of Helsinki
- University of the Arts Helsinki – Sibelius Academy
- University of Oulu

### France
- CentraleSupélec
- École Centrale de Paris
- École Supérieure d’Electricité (Supélec)
- Communauté Université Grenoble Alpes
- Institut Polytechnique de Grenoble (Grenoble Institute of Technology)
- Institut d’Études Politiques de Grenoble (Sciences Po Grenoble)
- École Nationale Supérieure des Arts Décoratifs
- École Nationale Supérieure des Mines de Paris (MINES ParisTech)
- École Speciale d’Architecture (Paris XIV)
- ESSEC Business School, Paris
- HEC Paris
- Institut Mines-Télécom
- Institut National des Sciences Appliquées de Lyon (INSA Lyon)
- Institut Supérieur de Design
- Les Ateliers École Nationale Supérieure de Création Industrielle (ENSCI)
- Sciences Po Bordeaux
- Sciences Po Paris
- Strate School of Design
- Telecom ParisTech
- The Institute Superieur de l’Aeronautique et de l’Espace (ISAE-SUPAERO)
- Toulouse School of Economics
- Université de Technologie de Compiègne (UTC)
- Université de Technologie de Troyes (UTT)
<table>
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<th>Country</th>
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| Germany | Université Paris-Sud 11 (Paris XI)  
Université Pierre et Marie Curie (Paris VI)  
Albert-Ludwigs-Universität Freiburg  
Bergische Universität Wuppertal  
Bucerius Law School  
Eberhard Karls Universität Tübingen  
European Business School  
Freie Universität Berlin  
Georg-August-Universität Göttingen  
Hertie School of Governance  
Hochschule Esslingen  
Hochschule für Musik, Theater und Medien Hannover  
Humboldt-Universität zu Berlin  
Karlsruher Institut für Technologie  
Ludwig-Maximilians-Universität München  
Rheinischen Friedrich-Wilhelms-Universität Bonn  
Ruprecht-Karls-Universität Heidelberg  
RWTH Aachen  
Technische Universität Berlin  
Technische Universität Darmstadt  
Technische Universität Hamburg-Harburg  
Technische Universität Kaiserslautern  
Technische Universität München  
Universität Hohenheim  
Universität Konstanz  
Universität Mannheim  
Universität Stuttgart  
Universität Ulm  
Universität zu Köln  
WHU Otto Beisheim School of Management-Koblenz |
| Indonesia | Universitas Gadjah Mada  
University of Indonesia  
Universitas Pelita Harapan |
| Ireland | Trinity College Dublin  
University College Cork  
University College Dublin |
| Israel | Hebrew University of Jerusalem  
Interdisciplinary Center Herzliya  
Technion-Israel Institute of Technology  
Tel Aviv University |
| Italy | Università Commerciale Luigi Bocconi  
University of Bologna  
Policetecnico di Milano |
| Japan | Akita International University  
International University of Japan  
Keio University  
Kwansei Gakuin University  
Kyoto Institute of Technology  
Kyoto University  
Kyushu University  
Meiji University  
Osaka University  
Rikkyo University  
Ritsumeikan University  
Tohoku University  
Tokyo Institute of Technology  
Tokyo University of Foreign Studies  
The University of Tokyo  
Waseda University |
| Kazakhstan | Nazarbayev University |
| Lithuania | Vilnius University |
| Malaysia | University of Malaya |
| Mexico | Tecnológico de Monterrey  
Instituto Tecnológico Autónomo de México (ITAM) |
| Netherlands | Delft University of Technology  
Eindhoven University of Technology  
Erasmus University Rotterdam  
Leiden University  
Maastricht University  
Radboud University Nijmegen  
The Royal Conservatoire den Haag  
Tilburg University  
University of Amsterdam  
Utrecht University |
| New Zealand | The University of Auckland  
University of Canterbury  
University of Otago  
Victoria University of Wellington |
| Norway | BI Norwegian Business School  
Norwegian University of Science & Technology  
Norwegian School of Economics  
University of Oslo |
| Philippines | Ateneo de Manila University |
| Poland | Cracow University of Technology  
Jagiellonian University  
Warsaw School of Economics  
Warsaw University of Technology |
| Portugal | Universidade Católica Portuguesa, Lisboa  
Universidade Nova de Lisboa |
Romania
- Babes-Bolyai University

Russia
- Innopolis University
- Moscow State Institute of International Relations (MGIMO)
- Saint Petersburg State University

Slovenia
- University of Ljubljana

South Africa
- University of Pretoria
- Stellenbosch University

South Korea
- Ewha Womans University
- Hankuk University of Foreign Studies
- Hanyang University
- Korea Advanced Institute of Science & Technology
- Korea University
- POSTECH- Pohang University of Science and Technology
- Seoul National University
- University of Seoul
- Yonsei University

Spain
- ESADE Business School
- Instituto de Empresa
- Universidad Autónoma de Madrid
- Universidad de Navarra

Sweden
- Blekinge Institute of Technology
- Chalmers University of Technology
- Karolinska Institute
- KTH Royal Institute of Technology
- Linköping University
- Lund University
- Stockholm School of Economics
- Stockholm University
- University of Gothenburg
- Uppsala University

Switzerland
- École Cantonale d’Art de Lausanne
- École Polytechnique Fédérale de Lausanne (EPFL)
- ETH Zurich (Swiss Federal Institute of Technology)
- Geneva University of Music
- Graduate Institute of Int’l and Development Studies (IHEID)
- University of Geneva
- University of Lausanne
- University of Music Lausanne
- University of St Gallen
- University of Zurich

Taiwan
- Asia University
- Chang Gung University
- National Chengchi University
- National Cheng Kung University
- National Chiao Tung University
- National Taiwan University
- National Taiwan University of Science and Technology
- National Tsing Hua University
- Tunghai University

Thailand
- Chulalongkorn University
- Khon Kaen University
- Mahidol University
- Thammasat University

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- Bilkent University
- Bogazici University
- Koc University
- Sabanci University

UK
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- Durham University
- Imperial College London
- King’s College London
- London Business School
- Loughborough University
- Newcastle University
- Queen Mary University of London
- Royal Conservatoire of Scotland
- The University of Edinburgh
- The University of Liverpool
- The University of Manchester
- The University of Nottingham
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- New York University
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- Rice University
- Stanford University
- Temple University
- Texas A & M University
- The College of William & Mary
- The George Washington University
- The Pennsylvania State University
- The University of Arizona
- The University of Texas at Austin
- Tulane University
- University of Alabama in Huntsville
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- University of Delaware
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- University of Georgia
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- University of Illinois at Urbana Champaign
- University of Kansas
- University of Kentucky
- University of Michigan
- University of Minnesota, Twin Cities
- University of North Carolina at Chapel Hill
- University of Notre Dame
- University of Oregon
- University of Pennsylvania
- University of Pittsburgh
- University of South Carolina
- University of Southern California
- University of Virginia
- University of Washington, Seattle
- University of Wisconsin-Madison
- Vanderbilt University
- Washington University in St Louis
- Yale University

Vietnam
- Hanoi Law University
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