

Empowering universities to have a truly transformative impact, and the importance of UEF

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Main points

1. Research universities with a truly transformative impact are crucial for success in a future with many unpredictable challenges and opportunities
2. Four most important requirements are:
 - **Talent** – academic, entrepreneurial, administrative, diverse
 - **Governance** – autonomy with accountability; performance-based + collaboration
 - **Funding** - ample & diversified
 - **Culture** – “can do” spirit that feels empowered to help shape the future
3. The transformation of NUS was enabled by autonomy + ample resources with endowment playing a key role

**Leading research universities can have a truly
transformative impact nationally and internationally
in at least 3 ways**

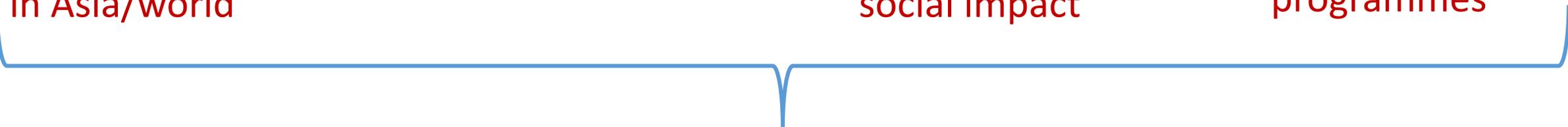
#1: World-class talent & research which creates broad-based, high-impact value

Advance health & policy, address societal challenges nationally, in Asia/world

Drive growth of national innovation ecosystem

Successful start-ups that spawn new economic sectors, social impact

Be a centre of world-leading Industry R&D programmes



World-leading research peaks
Important new research areas started



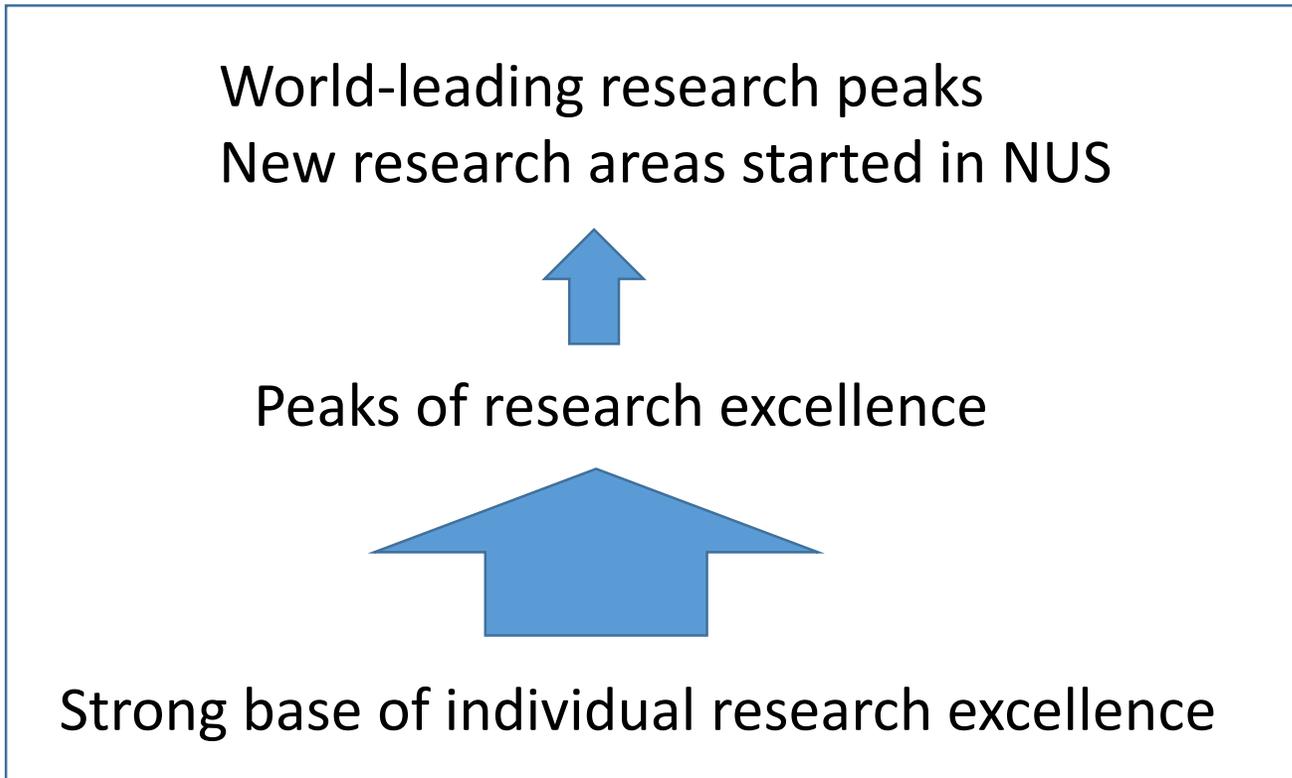
Peaks of multidisciplinary research excellence



Strong base of individual research excellence

#2: Effectively use the research environment to educate graduates who are future-ready & globally competitive, who can be leaders in different sectors

Research that makes a strong impact



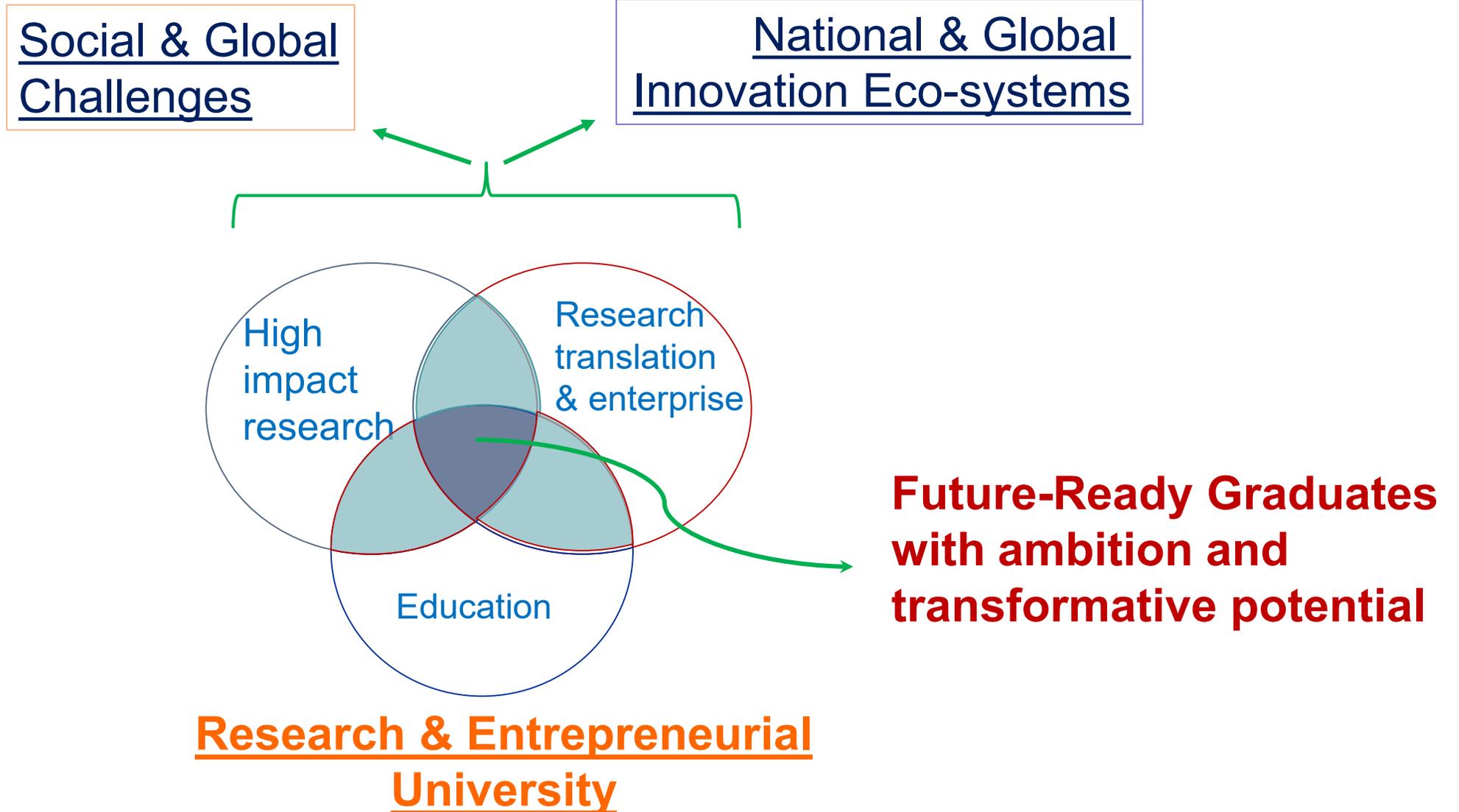
**Broad-based education
+ critical thinking**

“Zoom out – Zoom in”

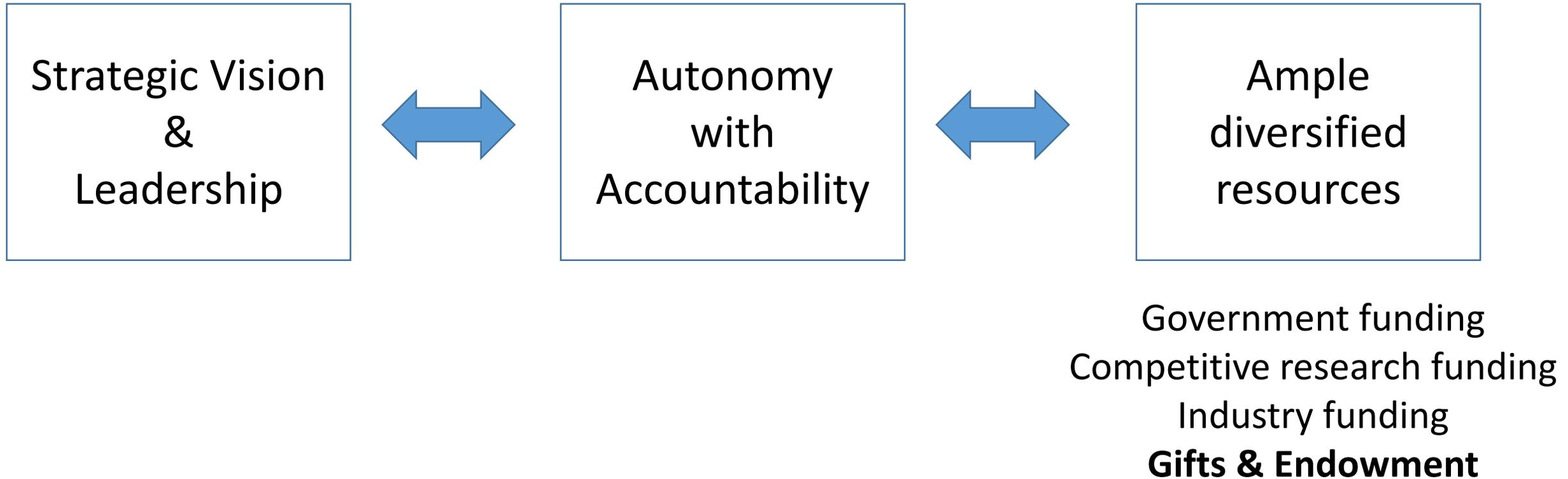
**Foundations for effective
life-long learning**

**Function well in Asia &
the world**

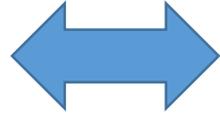
#3: The university as the place where the future is imagined & shaped, & young people and faculty are inspired & empowered



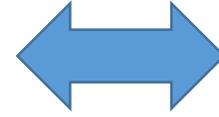
What are the most important things needed to enable Universities to have a truly transformative impact?



Ample
diversified
resources



Autonomy
with
Accountability



Strategic Vision
&
Leadership

Government funding
Comp research funding
Industry funding
Gifts & Endowment



Empowers the university to

Pursue novel ideas, seed major initiatives, make “bets” on talent

Weave education, research & entrepreneurship in ways that are often not supportable by usual funding sources

Think and plan long-term

Helps make faculty, staff & university more entrepreneurial & responsive to the ideas of broader range of stakeholders, and motivates their commitment

An illustration from NUS:

Building the local Innovation & Enterprise ecosystem & connecting it to global hubs

RESEARCH

Faculty
Researchers
Students

**NUS Enterprise
Ecosystem**

NUS Overseas Colleges

Undergraduate students
entrepreneurial development



The Economist dubs Blk71
“the world’s most tightly
packed entrepreneurial
ecosystem”

LOCAL

LAUNCHPADS

GLOBAL



Silicon Valley



China

“Growing band of tech start-up millionaires”, The Straits Times, 22 Feb 2015

“Industry experts say the single most important development to boost the start-up movement here is the National University of Singapore Overseas Colleges programme ...”
(for undergraduate students)



Empowering students to help shape the future

The case of PatSnap

Founded 2007, NUS Overseas College alumnus Jeffrey Tiong
Patent data analytics solutions.

One of world's fastest-growing IP platforms,
sold in > 40 countries;
clients include leading universities,
US FDA, NIH, Haier, etc.

Began with 10 people in Suzhou;
**in 2021, became first NUS student
start-up to become a Unicorn**



NUS Research Institute @ Suzhou, China

Recap of Main points

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