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We are proud to report in this issue that our fund raising campaign for the NTU 21st Century Fund has received a financial boost of $5 million from an individual. With government’s matching, Mr Ng Bok Eng’s endowment would amount to $10 million. Corporations, foundations and individuals including Mr Ng have now contributed more than $63 million to the current fund-raising campaign. The campaign was launched in June 2001 to raise $100 million over 10 years. The target is to raise $10 million per year before government matching. Mr Ng’s generous gift augers well for the University endowment programme.

Mr Ng’s magnificent contribution is NTU’s biggest donation from an individual. Part of the gift would enable NTU to establish its biggest endowment for a scholarship. The total endowment of $10 million including government matching will be earmarked for the Ng Bok Eng Scholarship and the Professorship funds of $7 million and $3 million respectively. Students who need financial assistance can apply for the Ng Bok Eng scholarship for overseas attachment. Under NTU’s new Global Immersion Programme, students can study in world class universities for six months or more and work in the host countries. The attachments shall begin with universities in China and others in United States and India will be included.

Talented students will have equal opportunities to pursue the new undergraduate programme. They can apply for the financial assistance under the scholarship endowment established under the philanthropy of great donors. We are grateful Mr Ng Bok Eng has set the record of contribution for the noble cause for education.

Students can be assured they will continue to benefit from our benefactors’ contribution for the bursary and scholarship programme. When the new academic year commences in July, students’ application for the awards will continue to be fulfilled. More new scholarship awards are added following the income generated from the invested funds of the new endowments established. Mr C J Koh’s endowment will commemorate the memory of Mrs Koh when the Pradap Kow’s Scholarship is awarded. Students can rely on Dou Yee Bursary for the support of more than 30 awards. Another 7 awards for the Isetan Foundation Scholarship will be available. This is followed by another series of awards up to 9 for the Bek Chai Heah Scholarship. The University has been able to annually provide 30 awards of the Nanyang Scholarship. Alumni, parents of students and friends of the university can continue to see that their fund has been awarded to 20 students under the Alumni Scholarship. The fund has been specifically designated for students who are siblings or children of our alumni. Education for excellence for a promising career can still be available for some who require financial assistance. We thank all these benefactors and many others for their continued support.

Eddy Seet
Director
From a humble beginning, Mr Ng Bok Eng turned successful businessman through his hardwork, business foresight and entrepreneurial spirit. Despite being a successful businessman, he regrets having had merely four years of informal education. He appreciates the importance of education and donated $5 million to Nanyang Technological University’s Endowment Fund. This generous donation to NTU is both timely and encouraging, especially in the current economic situation. It is also NTU’s biggest benefaction from an individual since the NTU Endowment Fund was established in 1991.

The launching ceremony was held on 11 February 2004 at the Istana. President S R Nathan, Chancellor of NTU and Patron-in-Chief for the NTU 21st Century Fund, was the Guest-of-Honour to grace the ceremony. Dr Tony Tan, Deputy Prime Minister & Co-ordinating Minister for Security and Defence, Mr Tharman Shanmugaratnam, Acting Minister for Education and Dr Ng Eng Hen, Acting Minister for Manpower of State for Education were also present, adding prestige to the event. It was a memorable moment for the Ng family and their distinguished guests to be able to witness Mr Ng’s philanthropy.

The Ng Bok Eng Scholarship will be endowed in perpetuity and only the income generated will be used to award scholarships for needy students. This will provide the students of NTU the scholastic opportunities to pursue programmes with China’s major Universities, and vice versa. The exposure that the NTU students would gain from the values of language, cultural, technological and economic advancement of both countries will better equip the young to face the challenges of this new century.

Likewise, the Ng Bok Eng Professorship will also be endowed in perpetuity and only the income generated will provide a stable financial resource to enable NTU to appoint internationally renowned scholars to the Chair. They will help review and develop the curriculum, give public lectures, conduct seminars and undertake joint research projects with NTU academic staff. This reiterates the importance of education and a global sharing of knowledge. The University is able to keep abreast of scientific and technological progress so as to become a Global University of Excellence.

The Ng Bok Eng Professorship is the 18th Professorship endowed to date. Professor Su Guaning, President, NTU, started the launch with his welcome speech to all the guests. In his speech, he highlighted that Mr Ng Bok Eng’s donation will help to drive the University Endowment Fund.

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Associate Professor Tan Teng Kee, member of the NTU Council was also appointed to read the citation of Mr Ng Bok Eng. He related the rags-to-riches story of our generous donor who was once a hawker selling peanut soup at one cent a bowl, at the age of 15.

forward as a Global University of Excellence for the people of Singapore and the South East Asia region. Such a Vision has always been the ultimate aspiration of the original Nanyang University.

After which, Mr Ng Cheong Bian, Director of Ng Bok Eng Holdings Pte Ltd, who is also the elder son of Mr Ng Bok Eng, delivered his speech, on behalf of his father, said, "...hawker is to Singapore what the cowboy is to America... Our forefathers started off making a living with hard work, and persistence. With hard work and determination, we built a great nation..."
Ng Bok Eng

In 1929, a boy who was barely 12 years old, together with his mother and two siblings left their hometown in Jinmen, China. Sailing by boat, they passed through Xiamen, Hong Kong and Singapore before arriving in Bagan Siapi-api, Indonesia six weeks later. There they were reunited with the boy's father. The arduous journey and stormy seas left a deep impression on the boy, who would later rise to prominence through trading.

This boy who would become a business mogul is Mr Ng Bok Eng. Mr Ng was born to a humble family on 28 September 1917 in Hou Pu Tou District, Jinmen of Fujian Province, China. His dire living conditions necessitated his family's move to Indonesia, in hope of a brighter future. He began to develop an enterprising spirit and sharp business acumen at an early age through his struggles to make a living.

Life in Bagan Siapi-api was not much better than life in his hometown. Initially, he worked as a general worker on a plantation where his father was employed. Work began before sunrise. He also helped out in his father's provision store on the plantation. While work was hard, they made enough to get by. However, rubber prices plunged during the Great Depression causing the plantation to shut down in 1931. Both father and son were left jobless.

With the help of his mother, he set up a roadside stall selling peanut soup to contribute to the family's now depleted income. At one cent a bowl, he felt the stall was not making any returns. He closed the stall and started working as a coolie. This job required him to perform hard labour for more than 10 hours a day, including serving his employer's family. For all his effort, he earned a measly $6 a month. The then 15-year-old concluded that this was not bringing in much income either. So, he decided to give in to the lure of the sea to become a merchant.

The decision turned out to be a pivotal point in Mr Ng's life as it provided the basis of his business empire. Working at sea was difficult nonetheless. Among the trials he faced was a bout of malaria. He battled the disease without modern day medicine and pulled through. While sailing from port to port, Mr Ng came across a hilltop village which was perpetually short of daily provisions. He hit upon the idea of supplying this village with necessities. Despite not having any capital, Mr Ng's
enterprising spirit drove him to collaborate with the ship’s owner to deliver goods to the village. As war broke out in 1942, Mr Ng seized the opportunity to start an import-export business along with a few friends. They hired a vessel which plied Port Kelang in Malaysia, Sumatra, Bagan Siapi-api and Singapore. Within two years, his business has already expanded to a fleet of seven chartered ships, establishing himself as a prominent merchant in the Straits of Malacca.

During the 1940s, Indonesia’s political scene was particularly turbulent as the Japanese, the Dutch, the Allied Forces as well as local political entities competed for power. There were numerous business opportunities as well as countless risks. On one occasion, Mr Ng came close to losing his entire fortune. A large shipment of premium tobacco leaves was impounded by the Dutch authorities based on a tip-off from a business rival that the shipment was stolen goods. Despite having paid for the goods and obtained approval from the Indonesian government to trade, Mr Ng had to engage in several rounds of verification and negotiation to retrieve his goods. There was more inconvenience as the Dutch Navy attempted to stop the ship for further checks the following day. Had Mr Ng lost the shipment, he might not have had future successes. That was the Mr Ng in his twenties.

After having witnessed the independence of Indonesia on 17 August 1945, Mr Ng decided to migrate to Singapore in 1947. Once in Singapore, he set up a trading company called Bian Bee with 13 friends. In Mandarin, Bian Bee means ‘the beauty of partnership’ or ‘united beautifully’. The choice of this name for his company reflects the premium Mr Ng places on friendship. Bian Bee mainly dealt with the import and export of clove, coffee, pepper among others.

The continuing success of Mr Ng was due to his entrepreneurial spirit and business foresight. In the early 1950s, he had begun residential construction in Changi and Katong areas. He had also purchased various plots of land and properties in areas which proved to be prime locations in subsequent years. On 18 April, 1958, he restructured his Bian Bee Company as Bian Bee Company Limited.

In the 1960s, Mr Ng expanded his businesses into Hong Kong and also developed trading ties with China. The Confrontation between Indonesia and Malaysia in 1963 led to great uncertainty among the people, including the shareholders of Bian Bee. They decided to pull out of the business, leaving Mr Ng to carry on alone. He was
unaffected by the air of anxiety and persevered, insisting that Bian Bee must carry on. In 1969, Ng Bok Eng Holdings Pte Ltd was founded to concentrate on property and securities investment.

In the 1970s, other than trading in commodities, Mr Ng's business also include food favourings and additives, paraffin wax and other petro-chemical products, as well as building materials such as steel pipes. In the late 1980s, Mr Ng saw the decline of entrepôt trade, he diverted his funds and shifted his business focus to property and equity investment.

Besides Mr Ng's innate business sense, his upright character was another factor in his success. He was known as a trustworthy, honest and respectable businessman and was highly commended in the international political and business arena. These traits helped Mr Ng to gain the reputation as the ‘Clove King’ in the 1960s. During that time, Indonesia was the main global importer and consumer of clove. However, the lack of foreign exchange necessitated the need to stabilise the clove trade. Mr Ng was the man whom the Indonesians turned to and Bian Bee became the main company in Indonesia’s clove trade. In the 1980s, Indonesia became self-sufficient in the production of clove. This came as a blow to some clove producing countries in Africa who relied on clove export as their major revenue source. Based on his reputation as an honest and trustworthy dealer, Mr Ng managed to mediate a trade agreement for the exporting of 10,000 tons of clove from an African nation to Indonesia. Mr Ng’s character was also instrumental in securing trade with China. In the 1970s, China opened five ports and appointed eight state-owned enterprises to handle foreign trade, which were stringent in accepting open credit. They made an exception for Mr Ng’s companies, allowing them to trade with unsecured credit to help opening up markets in Asia and Africa.
Mr Ng’s honesty has allowed him to endure difficulties. He was able to contribute to the economy during times of economic stagnation. During the Confrontation, few ships sailed to Singapore as all the ports were closed. This affected the entrepôt trade negatively. Through an independent third country, Mr Ng managed to import 3,000 tons of pepper from Indonesia to Singapore, keeping entrepôt traders busy for a while. During the 1985 economic recession in Singapore, he once again brought in a US$10 million shipment of clove and gave the trade a boost at that time when it was most needed.

While Mr Ng is thrifty, he has been generous and compassionate with others. When his partners in Bian Bee pulled out, he offered to buy their shares at fair price; he also provided retrenched workers with compensation and retrenchment benefits. Mr Ng has also spared no expense in assisting his fellow clansmen. He championed the fund-raising and planning of the current Jinmen Clan Association building. He has never forgotten his roots and donates constantly in support of his hometown.

Mr Ng married Mdm Ho Gim Tee in 1940, and is the proud father of two sons and three daughters. He has had a blissful marriage and his children have excelled in their careers. Despite being a successful businessman, Mr Ng regrets having had merely four years of informal education. Born on the same day as Confucius, Mr Ng deeply appreciates the need and importance of education. As such, he decided to donate $5 million to the Endowment Fund of Nanyang Technological University. This spirit of giving is a continuation of the spirit demonstrated by our pioneers who deeply valued education, the key to all development.

Following the example set by great figures in the Chinese community like Tan Kah Kee, Tan Lark Sye and Lee Kong Chian, Mr Ng has been industrious and thrifty. Like these great men, he is ever-mindful of his ethical conduct. Although he finds himself lacking in education, his honesty and trustworthiness have gained him international political and business recognition. These have been plaudits which have been hard-won and are examples for the younger generation.
Nanyang Technological University is grateful to receive Mr Ng Bok Eng’s generous donation of $5 million to establish the Ng Bok Eng Scholarship & Professorship. Of the $5 million, $3.5 million will be used to establish the Ng Bok Eng Scholarship, while $1.5 million will be used to fund the Ng Bok Eng Professorship. The donation when matched dollar for dollar by our Government will bring a total sum of $10 million for the NTU Endowment Fund. All donations to the NTU Endowment Fund are tax deductible.

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Acknowledgements

Nanyang Technological University would like to thank its Chancellor, President S R Nathan, for gracing the launching ceremony of the Ng Bok Eng Scholarship & Professorship on 11 February 2004.
黄木荣简史

1929年，一个未满12岁的小男孩连同姐弟跟着妈妈挥别金门，随
乡亲由水路辗转经厦门、香港、新加坡，历时一个月半，终于抵
达印尼的峇雅阿比阿比。与父亲聚首。这一路颠风浪涛的摇荡，在
男孩心中泛起一圈圈涟漪，不知今后的命运已和船务紧密相连。

这个十来岁就开始凭灵敏的商业触觉，勇闯商途并成功创业的人，
就是黄木荣。

黄木荣1917年9月28日生于
福建金门后浦头。少时家贫，
长途跋涉到印尼随父谋生。
家乡生活是困苦，印尼峇雅
阿比阿比也不是天堂。初到
印尼，黄木荣在父亲工作的
股团当什工。太阳没升起时
就开始工作，也得协助父亲
打理杂货店。1931年，经济
不景气，橡胶无价，股团倒
闭。父子倆同时失业。在母亲
安排下，黄木荣摆摊卖豆汤。
一分钱一碗，豆汤并非好生
计。于是，他转作苦力，每天起早摸黑，苦干十多个小时，还得
递茶煮饭服侍老板，尝尽辛酸换取区区6元月薪。意识到这也不
是出路，年方十五的黄木荣作了个重大的决定，去跑船。
黄木荣简史

航港的决定可以说是黄氏白手兴家的重大转换点，可是在水上讨生活当然要经过风浪。第一场重大磨炼就是熬过疟疾。其后跟船的日子里，黄木荣留意到途经的山顶村落缺乏日常物资，兴起供应的念头，却苦于没有本钱，于是和船主商量合作，从唡月阿比阿比市镇采购，利用船主所提供的方便运货前去售卖，遂开经商之路。1942年在军情告急的情况下，黄木荣趁准时机，连同几个朋友租船自己跑码头，从吉隆坡巴生港来回唡月阿比阿比，苏岛和新加坡，两年内便已包租了7艘帆船，在马六甲海峡占一席之地。

1940年代独立前后的印尼，政局动荡，日本、荷兰、联军以及印尼本土的政治势力拉锯，处处有生意契机，亦处处是陷阱。有一次，由印尼政府批准交易的一船高素质烟草，被人诬告为赃物，遭荷兰宪兵没收。几经斡旋，终于取回货物，但翌日开离港口时，仍遭荷兰海军追查。如果当时那上千捆烟草被没收了，黄木荣整个十年的心血都会付诸东流，前功尽弃，日后的发家亦成了未知数。他冷静地挺了过来，保住了血本。当年，黄木荣才不过二十来岁。

见证了1945年8月17日印尼独立的黄木荣于1947年决定移居新加坡。来新后，他联合13位朋友一起经营“九八行”，公司命名“联美”，寓意联合美丽，也是黄木荣倾交重情的注脚。公司主要经营、丁香、咖啡、胡椒等土产出口业务。
黄木荣简史

黄木荣之成功在于眼光独到，善于审时，总是先人一步。在1950年代，有房地产概念的人并不多，可是黄木荣目光远大，早已在实休纳地自已的土地，1958年4月18日，黄木荣重组公司为联美有限公司。

进入1960年代，黄木荣把业务扩展到香港，除了新加坡与印尼直接的贸易业务，他当时也开始发展新加坡和中国之间的贸易业务。1963年印-马对抗，许多人对时局不感乐观，联合国的股东也纷纷退股，唯黄木荣坚持下去，独撑大局。1969年，他成立黄木荣实业控股私人有限公司，专门从事房地产和证券交易业务。

1970年代，公司业务除了土产，也包括了香精、食品添加剂、石蜡等化工原料和钢窗等建筑材料。1980年代后期，黄木荣有感九八行的生意前景有限，决定把业务集中于产业和证券交易。

黄木荣的另一个成功要素是他品格高尚，诚实，守信，重义，使他赢得国际政商的信赖。1960年代，印尼这个丁香消耗大国欠缺外汇，十分需要诚实可靠的人帮助稳定丁香业务。黄木荣的品德和能力深获印尼政府的信任，成为印尼丁香市场的要角，被誉为“丁香大王”。之后在1980年代初，印尼的丁香产量自给自足，决定停止进口，这个决定打击了非洲某国的经济，经黄氏说理，双方顺利完成万斯吨丁香的交易。1970年代，中国只开放5个口岸，由8家国企负责对外贸易，信贷监控非常严格，却允许黄木荣的公司使用无担保信贷，开拓亚非市场。
黄木荣简史

黄木荣诚实不贪、稳健踏实的经商手法令他往往逆境逢生，在百业萧条之际，继续为国家经济作出贡献。1963年印－马对抗运动中，海港被封锁，往来货船少了，转口商深受打击。当时，黄木荣有三千吨的胡椒等待从印尼运来，他通过第三国，成功出货到新加坡，刺激了本地转口贸易。1985年，新加坡经济滑落谷底，黄木荣上千万美元的一船丁香再次为该行业带来了希望。

黄木荣待人宽厚，一生不吝助人。当年联美股东退股时，他以合理价格收购他们的股份；对衰退的工友，亦设身处地发给遣散费。对于自己的同乡，他出钱出力，筹建金门会馆时，率众捐款献策，不遗余力，贡献良多，同时亦经常汇钱回乡搞建设。
黄木荣简史

做事严谨，要求完美的黄木荣，事业有成，1940年与何锦治女士
缔结连理以来，婚姻和谐，2男3女皆学有所成，如果说此生有什
么憾事，那就是幼时失学，只念得四年私塾。因此，在孔子诞辰
纪念日出世的黄木荣，十分重视
教育，决定捐出500万元予南洋
理工大学，延续华社先辈的兴学
精神。

黄木荣以华社先贤如陈嘉庚、陈
六使、李光前等为榜样，勤奋俭
朴而品行敦厚。尽管他常说自
己书念得少，但是他以诚信立品，
赢得国际政、商的信赖与敬重，
这份荣誉，却不是人人能望其背
的。他的成功故事值得年轻一辈
深思学习。

南洋理工大学
校友与发展基金

Level 5, Administration Annexe, 42 Nanyang Avenue, Singapore 639815
The warm and convivial book launch was well attended by 150 friends and colleagues. Among the distinguished guests included the Doyan of the Diplomatic Corps in Singapore, Danish Ambassador Ørstroem Moller, former Chinese Ambassador Mr Zhang Jiuhuan, dignitaries from the Malaysian and British High Commissions, luminary individuals from the private sector, and Professor Lim’s eminent grown-up family members and their spouses. Academics from NTU and NTU’s two sister Universities were also present to celebrate the launch of the book. They included Professor Ake Blomqvist, Head of Economics Department of NUS and Professor Tan Teck Meng of SMU. The book launch was well-supported by the administrative hierarchy of the University, with the President of NTU, Professor Su Guaning launching the book, and Professor Cham Tao Soon and Professor Leo Tan gracing the occasion.

In a speech at the launch, Professor Lim told the captivated audience that a young colleague has told him that he knew why Professor Lim wrote the book “The Long Road Ahead.” When asked for an explanation, the colleague replied, “Old horses know the road to the water-holes”. And when the colleague replied that he had to read the book “The Long Road Ahead” before he could understand the correctness or otherwise of the translation, Professor Lim good-humouredly told the colleague that he might have discovered a good cure for insomnia.

A prolific writer, Professor Lim Chong Yah is the author, co-author and editor of 26 books, 30 chapters in multi-authored volumes and 65 articles in refereed learned journals. His latest, ‘Southeast Asia: The Long Road Ahead (Second Edition)’ is a serious, concise and holistic cross-country study on various important economic issues confronting Southeast Asia.

Professor Mohamed Ariff, Executive Director of the Malaysian Institute of Economic Research, described the book as “remarkable” in his review, and he explained, “What makes this volume so remarkable is the width of...”
Among the distinguished guests to the book launch were (from left) Danish Ambassador Dr. Ørstrøm Møller, President of NTU Prof Su Guaning, Chinese Ambassador Mr. Zhang Jiuhuan, and former President of NTU Prof Cham Tao Soon.

Danish Ambassador Dr. Ørstrøm Møller congratulating Prof Lim Chong Yah on the publishing of his latest book.

Nanyang Technological University (NTU) is revamping its Aerospace Engineering specialization to provide the expertise needed for Singapore’s aerospace industry. This move supports EDB’s aim towards developing Singapore into a global aviation hub.

The output of Singapore’s aerospace industry was $1.5 billion in 1993. Last year, it grew to $3.8 billion.

Aerospace Engineering is one of eight final-year specializations available to undergraduates in the Mechanical and Production Engineering (MPE) programme.

Sub-specialisation in MRO, manufacturing and design of aircraft systems modification

In academic year 2004-2005, MPE final-year undergraduates may not only specialize in Aeronautical Engineering but also sub-specialize in MRO (maintenance, repair and overhaul), manufacturing or design modification in either airframe, aircraft systems or aircraft engines. This development is aimed at increasing the depth of aerospace engineering education at NTU.

The revised curriculum has been welcomed by industry players.

Research and exchange collaborations with Delft University

Facilitated by the Economic Development Board (EDB), NTU will sign a Memorandum of Understanding with Delft University of Technology from the Netherlands to further aerospace education.

Under the terms of this MOU, undergraduate MPE students may spend a semester at DUT. Students pursuing their Master’s degree at DUT may pursue a research internship at NTU or an industrial attachment in an aerospace company with which NTU has a research collaboration.

In addition to enriching curriculum development and broadening the academic value of aerospace education, the MOU can be expanded to include academic staff exchange and enable cooperation in industrial research between the two universities.

The revision of the Aerospace Engineering specialization to allow for sub-specialization and the collaboration with DUT are expected to greatly enhance aerospace engineering education in Singapore.

Says Assoc Prof Jeffrey Low from the School of Mechanical and Production Engineering, NTU, “Delft has a strong tradition of teaching and research excellence in aerospace engineering. The MOU will enable selected MPE students with a keen interest in aerospace engineering to read a diverse suite of aerospace subjects to complement what is being taught at NTU. Our students will also benefit from the cross-cultural interaction with their counterparts at Delft.”

Facilitated by the Economic Development Board (EDB), NTU is also exploring a collaboration with Cranfield University (UK) in Aerospace education.
Nanyang Technological University and Cornell University Joint Masters programme

The two Universities agree to first-in-Singapore joint Masters programme in hospitality management

The Cornell University School of Hotel Administration and the Nanyang Technological University (NTU) School of Business in Singapore have agreed in principle to establish a Singapore campus at NTU to conduct a joint Masters of Management in Hospitality programme. This joint graduate programme will be the flagship programme of the Cornell-Nanyang Institute of Hospitality Management which is expected to be formally set up by the second half of this year.

Pending final legal and regulatory approvals, the Cornell-Nanyang Institute of Hospitality Management will offer the 12-month graduate programme co-taught by NTU and Cornell faculty. The degree programme will accommodate 50 students per class, beginning in June 2005. Students will study at NTU’s campus in Singapore and at Cornell’s campus in Ithaca, New York.

This joint Masters of Management in Hospitality programme is the same as that of Cornell’s famed Master of Management in Hospitality which is accredited by the International Association for Management Education (formerly the American Assembly of Collegiate Schools).
Asian business practices, and groundbreaking research on management, to conduct best education in hospitality. The mission is to give students the enhancing faculty expertise in our teaching and research by strengthening Asia,” said Prof Jan deRoos. He adds, “We will strengthen unprecedented growth, the Cornell-Nanyang Institute will groom a class of forward-looking Asian hospitality leaders who can harness opportunities created by this growth,” said Professor Neo Boon Siong. “I anticipate that the institute will set the standard for hospitality management education in this part of the world.”

He adds, “By bringing together the right breadth and mix of education, industry and research activities, the Cornell-Nanyang Institute of Hospitality Management will play a major role in shaping the development of Asia’s hospitality industry. It will also have a positive impact on the tourism industry.”

“We are happy that the alliance brings together the world’s leading hospitality management school and one of the elite business schools in Asia,” said Prof Jan deRoos. He adds, “We will strengthen our teaching and research by enhancing faculty expertise in Asian business practices. Our mission is to give students the best education in hospitality management, to conduct groundbreaking research on Asian business practices, and to engage industry leaders in mutually productive partnerships that move Asia’s hospitality industry to new levels of performance.”

Joint academic research on strategic issues pertinent to Asia’s hospitality industry.

Cornell University and NTU have agreed to contribute US$500,000 each toward a collaborative research fund to sponsor specific research projects for the Asian hospitality industry.

In 2004, NTU plans to send up to six Senior Tutors to Cornell University to complete their PhD degrees. On their return to NTU, they would be among the pioneering faculty members in hospitality management.

In addition to the joint Masters programme, several executive development programmes will be launched after the formal set-up of the Institute. These will range from three-day intensive courses or seminars to two-week programmes focused on key hospitality management topics, targeted at executives and business corporations in Singapore and the greater Asia-Pacific hospitality industry.

The Cornell-NTU collaboration is supported by the Singapore Tourism Board and the Economic Development Board, with HMS International playing a lead industry role. “The Cornell-Nanyang Institute of Hospitality Management will not only elevate Singapore tourism to a higher level of professionalism, but also groom the future leaders, managers and entrepreneurs for Asia’s hospitality industry,” said Mr Lim Neo Chian, Deputy Chairman and Chief Executive of the Singapore Tourism Board. “As the premier source of high-quality research and education, the Institute will attract practitioners in the hospitality and tourism-related industries from around the world to fully develop their potential in Singapore’s conducive ‘live-work-learn’ environment.”

Mr Ko Kheng Hwa, Managing Director of the Singapore Economic Development Board said, “The Cornell-Nanyang Institute of Hospitality Management is Asia’s pioneer graduate school for hospitality as well as Singapore’s first specialty institute of its kind. Its establishment here will enhance the vibrancy and diversity of Singapore’s international education ecosystem. We are pleased to support this project as it forms part of EDB’s overall effort to develop Singapore into a leading education hub.”

Said Ms Jennie Chua, Chairman of HMS International, and President and Chief Executive Officer of Raffles Holdings: “HMS was set up in 2003 as a hotel industry consortium to facilitate discussions between Cornell and NTU. We are delighted to have been an effective catalyst, and to see the successful pairing of these two outstanding institutions. We look forward to the establishment of the Cornell-Nanyang Institute of Hospitality Management to spur industry development and collaboration in Singapore and the region.”

About The Cornell University’s School of Hotel Administration

The Cornell University’s School of Hotel Administration is shaping the global knowledge base for hospitality management through leadership in education, research and industry advancement. The school provides management-level instruction in the full range of hospitality disciplines, educating the next generation of leaders in the world’s largest industry. Founded in 1922 as the nation’s first collegiate course of study in hospitality management, the Cornell Hotel School is recognised as the world leader in its field.

For more information about the Cornell-Nanyang Institute Of Hospitality Management, visit http://www.nbs.edu.sg/cni/index.asp

About Nanyang Technological University’s Nanyang Business School

Nanyang Business School is the accountancy and business college of the university. The school has 200 faculty members, as well as 4,500 undergraduates and postgraduates. Nanyang Business School has several strategic alliances with renowned foreign universities, such as University of Illinois at Urbana-Champaign; Carnegie Mellon University; Sloan School of Management of MIT; Cornell University; Richard Ivey School of Business (Ivey) of the University of Western Ontario; University of St. Gallen; and Shanghai Jiao Tong University. It also participates in student exchange programmes with 40 schools.

With thanks to Corporate Communications Office, NTU
The Nanyang Business School Alumni Association had the privilege of having Mr. John Harwood share his analysis of the impact and implications of the upcoming U.S. elections on 15 March 2004, Monday evening with our alumni. Mr. John Harwood is the National Political Editor of The Wall Street Journal. Based in Washington, D.C., he coordinates the Journal’s political coverage and writes the weekly “Capital Journal” column, appearing on the Journal’s Politics & Policy page. He also delivers political analysis on CNBC television, and is a panelist on the PBS program Washington Week in Review. Below are the excerpts from his engaging talk.

**EXCERPTS OF TALK BY MR. JOHN HARWOOD, THE WALL STREET JOURNAL**

With President Bush standing for re-election this fall, he is favored to win a second term, since U.S. presidents who want one usually get one. Of the nine presidents who have sought re-election since WWII, six were re-elected while only three were defeated. Last year there was every reason to believe George W. Bush would cruise to four more years in the White House as well. In the third quarter of 2003 the U.S. economy recorded its strongest growth in 20 years. And the capture of Saddam Hussein reassured American voters who had begun to worry that the post-war occupation of Iraq was not going well. But now Mr. Bush is looking vulnerable. And the reason is that neither of the two dominant issues in the election – the economy and the war on terrorism – is playing out in predictable ways.

First, the economy. By conventional standards, it is plenty strong enough to support an incumbent’s re-election. The fourth quarter of 2003 didn’t match the sizzling third quarter, but at 4% it met economists expectations. The stock market has rebounded and carried the Dow Jones average back above 10,000, where it was when Mr. Bush took office. In a country where more than half of voters now own stock, that’s important. Moreover the timing is right, with evidence of growth coming far enough ahead of the election for voters to give the incumbent administration credit. But because the nature of this recovery is so different,
it is proving to be a mixed-blessing politically. The U.S. has lost more than 2-million payroll jobs during Mr. Bush's Presidency, and weak job growth lately suggests that our 21st century economy may have broken the link between overall growth and employment growth. Outsourcing has become the symbol of anxiety among American workers that their jobs may disappear.

Secondly, the war on terrorism is not the unequivocal advantage it once was. That's partly because of the continued, steady accumulation of U.S. casualties in Iraq - more than 660 deaths so far, most of them since Mr. Bush stood on the deck of an aircraft carrier under a banner reading, Mission Accomplished. And it's partly because of the failure to find weapons of mass destruction, which the top U.S. inspector now says probably weren't there at all. That has taken a toll on Mr. Bush's credibility: 50% in the Journal/NBC poll say the president exaggerated the case for going to war against Saddam Hussein. For a president whose reputation for straight-talking leadership has been more popular than many of his policies, that's a dangerous political problem.

Now the bombings in Madrid represent another wild card that will provide an early test of one of the mysteries of the 2004 campaign. Will new acts of terrorism cause Americans to rally around their president, as typically happens in cases of national crisis? Or will voters see them as vindicating Democratic arguments that Mr. Bush hasn't made us safer and that his war with Iraq diverted resources that should have gone to the battle against Al Qaeda? We don't know the answer. But we do know that the defeat of conservatives aligned with Mr. Bush in this weekend's Spanish elections is not an encouraging sign for the White House.

One small hint of problems on this front has come in the reaction of ordinary Americans to the Bush election advertisement including images of death and destruction in NYC on 9/11. A poll over the weekend showed a majority considered the images inappropriate. In a country sharply divided along partisan lines, the Republican National Convention in late summer, which is being held in New York to call attention to Mr. Bush's 9/11 leadership, risks creating a political backlash.

Aside from his calls to uphold traditional values and restore "honor and dignity" to the Oval Office, Mr. Bush benefited from concerns that Democrats wanted to go too far on issues such as gun control. In recent weeks Mr. Bush has turned to cultural issues again by endorsing the controversial drive for a constitutional amendment prohibiting marriages by same-sex couples. Given the public strong opposition to gay marriage this is a popular stance. But with the large questions of peace and prosperity on the table, there's reason to doubt that large numbers of Americans will consider gay marriage important enough to sway their votes.

And what are the stakes in this election for countries in Asia? Perhaps not all that much. But let me suggest a couple of distinctions that might prove of modest importance. Either John Kerry, the Democratic candidate, or George Bush would sustain the war on terrorism. But they'll do it in different ways; Kerry would consult with other nations more than Mr. Bush, which might make him somewhat slower to act. On the economy, Mr. Kerry can be expected to place a higher priority to reducing the $500-billion dollar budget deficit, which some economists fear may eventually drive up interest rates. Though Mr. Kerry has always voted for trade expansion deals in the past, his criticism of those deals during the campaign suggests that Mr. Bush would be the more reliable supporter of free trade.

The bottom line is that we can expect another close election. John Kerry won't be knocked down very easily; Mr. Bush's advisers had counted on running against former Vermont Gov. Howard Dean, a more controversial figure who, like Mr. Bush, didn't fight in the Vietnam War. But John Kerry did fight in that war and was decorated for his service. That means it will be harder for Republicans to portray him as a weak Democratic liberal unsuited to serve as commander in chief. But I've known George W. Bush since I covered his father's White House, and he is an extremely competitive man himself. In 1992, some observers wondered how much the elder President Bush really wanted to serve four more years as president. They don't wonder that about the younger President Bush. So it will be a tough, expensive and bitter campaign. Think of it as an eight-month prizefight. And if we are lucky, we'll find out on November 2 - no recount this time - who's still standing at the final bell.
NIE News

Problem-based Learning Innovation

In attempting to innovate learning and prepare a new generation for the demands of a knowledge-based economy, many training institutions and schools have embarked on the use of problem-based learning (PBL) approaches. The book Problem-based Learning Innovation: Using Problems to Power Learning in the 21st Century by Assoc Prof Tan Oon Seng explains why PBL is regarded as an innovation in education and provides an updated perspective on incorporating PBL into the school curriculum. The author is Head of Psychological Studies at NIE and President of the Educational Research Association of Singapore. The book, published by Thomson Learning, costs $22.90 and is available from the NIE campus bookstore.

Musicianship in the 21st Century

Assoc Prof Eugene Dairiathan (Visual & Performing Arts – Music) recently contributed the chapter Improvisation for non-specialist teachers to Musicianship in the 21st Century: Issues, trends & possibilities. With perspectives on music theatre, jazz, popular and classical music, this unique book features an international panel of 25 authors from 12 countries, each examining pertinent aspects of the latest trends, issues and possibilities concerning musicianship in the 21st century. The book, edited by Mr Sam Leong, costs $60.00 and is available from its publisher, Australian Music Centre at Tel: (61) 2 9247 4677, email: sales@amcoz.com.au, website: www.amcoz.com.au.

南洋大学马来西亚校友到访

聆听南大开办人文与社会科学学院、理学院和艺术、设计与传媒学院的汇报。

来自南洋大学校友会的八位代表在五月十一日访问南大。徐冠林校长和几位教授在校长会议室接待。大家亲切交谈，对南大教育交了宝贵意见。校友代表还汇报了南大在开办人文与社会科学学院，理学院和艺术、设计与传媒学院，这些学院的设立，有助于南大发展成为一所优秀的综合性大学。
NTU AND NANYANG BUSINESS SCHOOL HOST LUNCH FOR
DR. JOHN KOTTER,
HARVARD BUSINESS SCHOOL

On 15 Apr, Thurs 2004, President’s Lodge

By Poon Wei Ling, Manager, Alumni Relations
Nanyang Business School

Nanyang Technological University and Nanyang Business School were the supporting organizations for Dr. John Kotter’s seminar: “Leading Change: What Leaders Really Do” in Singapore on 16 April 2004 at Suntec Convention Centre.

Dr. Kotter is a world-renowned expert on leadership at Harvard Business School, advising on how organizations actually implement change. His book Leading Change — which outlined an actionable, 8-step process for implementing successful transformations — became the change bible for managers around the world.

Dr. Kotter is a graduate of MIT and Harvard. He joined the Harvard Business School faculty in 1972. In 1980, at the age of thirty-three, he was voted tenure and a full professorship. NTU and NBS were pleased to host lunch for Dr. John Kotter at our NTU campus at the President’s Lodge on 15 April 2004. Our distinguished host for the lunch was Prof Lim Meng King, Deputy President, NTU.

Guests who were invited to the lunch session included some of our senior alumni, Nanyang Business School Advisory committee members, NTU and NBS deanery and faculty.

Special acknowledgements also to the other guests who attended the lunch, but not happen to be featured in the photographs above: Assoc Prof Choo Teck Min, Director, Nanyang MBA Programme with Dr. Kotter.

Left to Right: Dr. Hong Hai, Dean, Graduate School Programmes, Mr. Willie Cheng (B Acc, 1977), Chairman, National Volunteer and Philanthropy Centre, Assoc Prof Tan Teng Kee, Director, Nanyang Technopreneurship Centre, Prof Lim Meng King, Deputy President, NTU, Dr. John Kotter, and Mr. Lim Hock San (B Acc, 1983) President and CEO, United Industrial Corporation, and also former President of the Nanyang Business School Alumni Association, from 1994 to 1998.

Left to Right: Dr. Michael Li, EMBA Director, Mr. Andrew Greatrex, Global Leaders Network and Prof Vijay Sethi, Dean, Business Programmes.

Left to Right: Assoc Prof Choo Teck Min, Director, Nanyang MBA Programme with Dr. Kotter.

Left to Right: Prof Gillian Yeo, Dean, Accountancy Programme with Dr. Kotter.

Left to Right: Dr. Hong Hai, Prof Lim Meng King, Deputy President, NTU, Dr. Kotter, Mr. Terence Chan, Chairman & CEO, CAD-IT Consultants and President, Nanyang MBA Alumni Association, Mr. Andrew Greatrex, Global Leaders Network and Prof Vijay Sethi, Dean, Business Programmes.

Left to Right: Mr. Gautam Banerjee, Executive Chairman, PricewaterhouseCoopers and Nanyang Business School Advisory Committee, Prof Gillian Yeo, Dean, Accountancy Programme with Dr. Kotter.

Left to Right: Mr. Andrew Greatrex, Global Leaders Network and Prof Vijay Sethi, Dean, Business Programmes.
IT IS TIGER TIME. LET'S JOIN IN THE FUN!

Joining the School of Computer Engineering Alumni Association (SCEAA) and the Computer Engineering Club, participants had a fantastic time during the visit and tour at Asia Pacific Breweries (APB) held on December last year. Participants had the privilege to enter the restricted areas to view the production cycle. Many were impressed by the orderly bottling process. After the plant tour, the group settled down at the tavern for a sumptuous dinner and free flow of beer. Our host shared with us the tips on how not to get drunk. Well, as you may already know, the trick is to gulp and not to sip beer. Apart from beer and stout, participants were also treated with a variety of designer liquors. Everyone enjoyed the light moments with good ambience, good company, good food, good humour, and of course the free flow of beer. The climax of the programme was probably the game segments, where 3 teams comprising staff, alumni and students competed for the fastest drinking title. Coaxed by fellow teammates, pressure was indeed mounting as the drinkers outstretched themselves, gulping mouthfuls of beer in order to win the coveted titles. To everyone surprise, the winning team for the team contest went to the staff team while for the individual contest, a student claimed the champion title.

What better way to sum up “It is Tiger Time. Let’s join in the fun!” The group lamented the last call at 9.30pm with many trying hard to remain sober. Not to worry, transport home was provided.

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FIRST EVER AIESEC ALUMNI ASIA PACIFIC CONGRESS

Have you ever wondered where your university friends are many years down the road - AIESEC alumni wondered no more in a first ever Asia Pacific AIESEC Alumni get together which attracted more than 50 AIESEC alumni from more than 15 AIESEC chapters in the Asia Pacific and beyond.

In conjunction with its 25th anniversary celebration, AIESEC Singapore Alumni organized the first ever AIESEC Alumni Asia Pacific Congress on 20-21 March. The congress was themed "Building a Cross Border Organization." The list of distinguished speakers includes: Allen Pathmarajah, executive chairman of AJP Advisers Pte Ltd and one of the most senior members of AIESEC; Singapore board of advisers; Hiro Kinashi from AIESEC Japan Alumni, one of the founders of AIESEC Singapore; Matthew de Villiers CEO, Asia Pacific of Futurebrand; Yaw Sung Pui, Director, International Operations (Southeast Asia); Capability Development Group of International Enterprise Singapore; Yau Wee San, Director (Commercial Business) Hewlett-Packard Personal Systems Group, South East Asia & Taiwan; Chia Ming Tze, Senior Director, Singapore Volunteers Overseas Programme, Singapore International Foundation and AIESEC International President Pedro Santos.

For the Gala Dinner, we had Senior Minister of State of Law and Home Affairs, Associate Professor Ho Peng Kee as our Guest-of-Honour.

During the congress, AIESEC alumni in the Asia Pacific had a detailed discussion on the setting up of an AIESEC Alumni Asia Pacific Network, to bring alumni in the region closer together and to create a platform for cross border networking and collaborations on community projects and formation of common interest groups.

We will be setting up communities on the system AIESEC Connect. If you were an AIESECer or AIESEC trainee during your student days and would like to be part of this network, please contact us at aalumnisg@yahoo.com.
EEE Night – 2004
EEE Night is an event organized by the EEE Club. During this night, the students and the Professors from the school of EEE come together and have a night filled with fun and entertainment, reminiscing on the year gone by. This year the Committee had decided to organise the event on a format that had not been used for the past 11 years. With the theme “Reminiscence” the event proved to be an extravaganza!

The event started at about 3 pm in the afternoon and the crowds started trickling in from 6 in the evening. Students from EEE, invited guests and others endured a very long serpentine queue to gain entrance to the Nanyang Auditorium, the venue for the event. The event kicked off with a very sharp dance performance by Ryan and Amy. It set the pace for the rest of the event: sharp, elegant, racy and highly enjoyable. This was followed by a flash video made by the EEE Publications Committee highlighting the activities and the achievements of the year gone by. Ms Tan Dunlin, the President of the EEE club gave a very hearty welcome to everybody and spoke about the theme of the event “Reminiscence”. Reminiscence of all the fun and experience being a part of such an active club brings along in its wake. Professor Er Meng Hwa, Dean of School of EEE gave a speech and also gave away prizes in such categories as “The Most Well-Built Professor”, “The Most Charming Professor”, “The Most Comprehensive Lecture-Notes Professor” etc. Things onstage were managed by DJ Daniel Ong with his witty comments and goofing around. Once this was over, the real fun began. The committee had decided to follow a format not followed since 1993, of that of musical performances by students and Professors alike. There were also rumours of a celebrity coming to the event. It all started with a Chinese song sung by Le Sheng, a final year EEE student. It was followed by the rendition of songs composed by “The Shadows” by A/P David Chan and A/P Chook Fook Hoong. Indeed they did appear more like rock stars than Professors with electric guitars slung over their shoulders. Other student performers were Matthew, Lester, an Er Hu performance by Jason Ang and a very soulful rendition of Chinese songs by Xin Xu, a first year Common Engineering student. There were also performances by A/P Jeffrey Fu, A/P Kurnia Kusumaningrum, A/P Shum Ping, A/P Lu Yilong, A/P Zhang Liren and Mr. Yap How Joo where they sang songs cutting across nations in English, Chinese and Cantonese with songs from Taiwan, China, Hong Kong and Mongolia. Most amazingly, even Professor Er Meng Hwa gloriously rose to the occasion when he sang a very popular Chinese song.

The next event was, believe it or not, songs by Stefanie Sun, “our national treasure”, as he put it. She did come. Conquer hearts, she did. The varied audience could not have enough of her and there were chants of encore all around. After the singing, she even shared her likes, dislikes, hopes and future plans with the audience. Her free, candid way won her many more fans that day.

When the evening came to an end, the audience left on a very high note after experiencing something way beyond their expectations. Not forgetting the satisfied smiles on the faces of those nameless people who toiled for days to make this event so memorable.

Bowling Rendezvous 2004
The EEE club organized a bowling competition for its members and the alumni on the 13th of March, 2004 at the Hougang Superbowl. The guest of honor for the occasion was Mr. Eric Lim from EEE Alumni Association.

The event started at about 3 pm in the afternoon and drew a very favorable response from the members and the alumni alike. The participants were given the freedom to form their own teams consisting of 4 people in each team. There was no cap on the number of teams allowed, which were formed at random. The event occupied 10 lanes in all and the procession of matches occurred simultaneously. The event lasted for about 3 hours and saw very tough competition among the teams. In the end, only three individuals with the top 3 scores made it up to the podium after numerous grueling rounds. The team “Infinity” with the highest team scores also walked away with a gold trophy.

As the numbers would reveal, the event was a huge success in gathering a crowd and ultimately fulfilled its purpose of serving as a platform for interaction between EEE members and its alumni in a fun filled atmosphere.
CIVIL & ENVIRONMENTAL ENGINEERING (CEE)
ALUMNI ASSOCIATION NEWS

The NTU CEE Alumni Association was formed in 1997 with the objective to promote networking opportunities and to further the interest of CEE / CSE Graduates.

To achieve these objectives, we organize social, cultural, sporting and technical activities for our members. We have organized Annual Charity Golf Tournaments where the proceeds would be used for a good cause. The CEE Alumni Association will be donating S$12,000/- as Bursary to help deserving NTU CEE students in fulfilling their goal and achieving their dream to complete their course in the School of CEE.

To encourage continuing education, we organize talks, seminar and educational visits for our members. And for those who want to tap on the experience of our senior members for guidance in career development or guidance in starting up a business, they can join our ‘Mentor Scheme’. Suitable Qualified Mentors with the necessary knowledge and experience could be assigned to members.

One of the well supported social activities is our Wine Appreciation Event. A number of wine appreciation sessions were held at various venues. Each session comes with labels from different vineyards all over the world. The 7th Wine Tasting Event was held on 12 February 2004 at SPANS JOM and the 8th Wine Testing Event was held at the prestigious SOHO@Central (located above the Clark Quay MRT Station) on 3rd March 2004.

The next wine event will be held on 23 April 2004. These events bring together our CEE graduates, NTU staff and their friends for a relaxing evening of wine with great opportunities to catch up with one another, sharing views and networking.

For the SOHO@Central wine event, the participants also have the opportunity to be among the first to have an exclusive preview of SOHO@Central which is being developed by Far East Organisation (FEO). This is a first of its kind and the only purpose-built home offices in Singapore. While enjoying the spectacular music, we had a chance to savour 1 white, 2 reds and a champagne-beer (of course with a sumptuous buffet spread) all fully sponsored by FEO. The best experience we had during the night was the designer and classy SOHO show-units.

SOHO (Small Office Home Office) @ Central is a new and innovative workspace prototype: office units of approximately 50 to 110 sq m that can double up as cozy living spaces. These SOHO units are flexible in spatial layouts and come with residential-quality finishes and hide-away kitchenettes. Unlike an ordinary home office, there are no restrictions on the type of business you do here or the number of employees you hire. Consider this: An efficient office by day. A stylish home by night. Minimal startup costs. No traffic jams. No commuting. Waking up at 8.30am. Being at work by 9am. Recreational facilities right at your doorstep. This is the SOHO lifestyle.

For more details of our activities and happenings or if you would like to participate in our activities and be part of us, visit our website at: http://www.ceealumni.org.sg. For enquiries, kindly contact Ms Lee Bee Wah at 62979011 or email to lbw@lbw.com.sg.

We look forward to your active participation in our activities and we are confident that you would benefit from being part of our family.

SPIDERMAN II MOVIE SCREENING FOR ALUMNI OF NTU

Catch the latest Spiderman movie with your family and friends!
A special Movie Screening for alumni of NTU. Get together with your fellow alumni on Sunday, 4th July and watch the latest Spiderman II movie at GV Grand, Great World City. Tickets are sold at a special price of $6!

Sunday, 4 July 2004, 12.30pm
(Cocktail reception starts at 11.30am)
GV Grand, Great World City

To book your tickets, please contact Sadia at 67905763 or 67904434. You can also email to wwwalumni@ntu.edu.sg.

Seats will be reserved on a first come first serve basis.

*Date and time of movie screening might change depending on the film distributor’s schedule.
Continuing with the introduction of the facilities at the One-North Clubhouse, we give you an insight about some of the more relaxed areas in the Clubhouse, where you can catch up with your friends whenever you want to. In this issue, let us introduce to you the Club’s lounge/wine bar, karaoke room and Chinese restaurant. Do remember, you got to know about them here, first!

**Lounge/Wine Bar**

Nothing sounds more appropriate than the unforgettable Beatles’ number, “It’s been a hard day’s night and I’ve been workin’ like a dog” after a long day at work. And what better choice than to head for a drink or two at a good ol’ wine bar or lounge after hearing this song. Undoubtedly, this is the best unwinding therapy whether with your solitary self or in the company of friends.

The lounge and wine bar at the One-North Clubhouse is a hip and trendy place offering the perfect setting for a rendezvous. The minimalist approach to the décor here not only accentuates the sensual ambience, but also plays up the comfortable and cozy feeling. “The concept was to introduce a more energetic kind of image,” explains Agnes Yit, the interior designer of the place. “There are no historical references here; it’s got a younger and more hip vibe.”

Although the Club draws its inspiration from internationally renowned pubs and clubs from all over the world, the lounge and wine bar will still retain much of the “NTU Alumni” personality and feel. The place is segmented into a few areas, including a dance floor with a lighted platform and various seating areas. The French window panels give an expansive illusion to the place. However, the various lighting effects have been used with great finesse to differentiate one area from the other. The positioning of the furniture also helps to demarcate each area quite effortlessly. This visual separation technique exudes warmth and the eyes seem to move from one zone to the other in a swift fashion.

The contrasting effect of the timber and marble flooring complements each other perfectly: a beautiful marriage of sorts between the dark and earthy tones of wood with the bright and shiny stone creates a visibly contemporary and sophisticated look with hints of conventional design at its best.
lounge bar overlooks the resort pool on one side creating a very dramatic but refreshing sight.

When it comes to one of the most important elements of a club - the music, patrons can choose to chill out at the wine bar with some soothing acid jazz music or sway the night away on the dance floor with the cool techno and the hypnotic trance music. No visit to a lounge bar can be complete without getting a little perky with the drinks. The extremely creative bartenders at this lounge will whip up interesting and unique concoctions to play up your spirits.

The subliminal setting, the right mix of drinks and music at this lounge bar offers the surreal and renascent experience, which will have the patrons coming back for more time and again.

Karaoke Room
One of the best things about karaoke rooms is that they allow you to live out your wildest fantasies pertaining to becoming an international singing star. All that practice in the shower will not go to waste when you can finally belt out your favourite tunes to an appreciative audience.

The karaoke rooms in the One-North Clubhouse are no different. Each of the individual rooms has its own entrance and the environment in each of them is cozy and comfy and the kind of place where you will lose track of time while you sing to your heart's content.

Chinese Restaurant
The Chinese restaurant at the One-North Clubhouse is one with a difference. A beautiful blend of modern and traditional oriental design concepts, the décor of the restaurant portrays the glorious historical background of Nantah. “We have extracted a few elements that’s still in its original state but not used for initial purpose anymore,” says Ms Yit. “We have taken some of these elements and included them in the restaurant, such as the ceiling, which takes the form of an octagon, giving you the feeling that you’re entering into a zone with the exterior of a pavilion. So it reflects the past, but not directly.” Subtle nuances like the use of historical texts and old photos on the walls are also reminiscent of the old Nantah days.

The dark wooden furniture is also a pleasant diversion from the usual stone tables and stools so commonly seen at the Chinese restaurants. This aesthetic fusion of traditional elements with the new age style culminates in a wonderfully charming ambience. The restaurant can accommodate 164 people and the menu will feature a range of nouvelle fusion cuisine, prepared in the traditional Chinese way. While you feast your eyes on the interiors, let your stomach feast on the delectable delicacies prepared by extremely talented master chefs.

A delightful experience awaits you at this Chinese restaurant that is sure to leave you mesmerised!
NTU SCE Teams Proud Winners of Inaugural Grid Innovations and Applications Competition

Two teams from the School of Computer Engineering won the Gold and Silver awards at the Inaugural Grid Innovations and Applications Competition held on 10 January 2004. The competition is jointly organized by the National Grid Office and the NTU Campus Grid and is sponsored by Sun Microsystems. The aim of the competition is to challenge students and researchers to come up with innovative applications that would run across a Grid infrastructure, widely touted as the Supercomputer of Tomorrow.

Projects must be able to run across the test-bed and demonstrates the effective use of high-performance computing technologies and the judging criteria are Innovativeness, Technical Merit, Usefulness, Correctness, Documentation and Presentation. The teams have to prepare a technical report for the judges, put up a poster as well as present and demonstrate the project live on the Grid. The panel of judges comprises experts from the National Grid Office, Institute of High Performance Computing (IHPC), Infocomm Development Authority (IDA) and Sun Microsystems.

Gold Award ($53,000)
Team Members: Lim Teck Meng, Tang Ming
Supervisor: Assoc Prof Yeo Chai Kiat
Project: Data Management for the IBP-based Data Grid.
One of the major issues in creating a global high performance computing community is the network limitation imposed on the transfer of large amount of data to/from the distributed computing resources. This project addresses this issue by creating a huge virtual data store which allows high speed data access accomplished through locating data close to computing nodes. In addition, the project extends the storage capacity of the data grid by making the IBP-based data depots available to end users through the introduction of user-friendly data access and management services.

Silver Award ($52,000)
Team Members: Ho Quoc Thuan, Dudy Lim
Supervisor: Asst Prof Ong Yew Soon
Project: Grid Application Development (GAD) Kit
This project presents a toolkit for deploying applications on Grid environment called Grid Application Deployment Kit. It provides a user-friendly and high performance environment for engineers and scientists to work with and solve problems using the Grid. Examples of its functionalities include allowing users to deploy their computational services, monitor Grid resources and use services for Grid-enabled applications. Complementing its basic functionalities are mechanisms incorporated enhance the performance of applications using the GAD Kit such as reducing communication costs across the Grid infrastructure as well as optimizing the scheduling of requests across multiple clusters on the Grid. Click to [http://ntu-cg.ntu.edu.sg/Grid_competition/](http://ntu-cg.ntu.edu.sg/Grid_competition/) for more details.

Master of Science (Managerial Economics) Programme Business Study Mission
by MSc (Managerial Economics) Programme Office
The 5th Business Study Mission for MSc (Managerial Economics) AY 2003/2004 set off from 17 to 28 February 2004 to Australia and New Zealand.

Their first stop was the University of Queensland in Brisbane. They attended seminar on ‘Tourism Development as a Dimension of Globalization in China & Australia’. The sweltering heat of 40 degree Celsius in Gold Coast, did not deter students as they went about to visit Riviera Marine, one of Australia’s leading pleasure boat manufacturers. Next, they proceeded to Canberra, the capital of Australia and were introduced to their political climate and system. The students visited University of Technology, Sydney with seminars which focused on Australian-Chinese relationships. As for the industrial visit, students had an eye opening experience when they visited GlaxoSmithKline Australia (GSK), one of the biggest pharmaceutical companies in Australia.

The final leg of the visit was to Auckland, New Zealand. They were greeted by staff from Beca Carter Hollings & Fenn (Overseas) Ltd. Students were briefed and brought to visit project sites where development and infrastructure carried out in Auckland. They bring all these memories back with them when they are back to China.
EEE Week - 2004

1ST DAY – ICE AGE
The first day of the EEE week started on the 3rd of February and the Guest of Honour was Dean of EEE, Professor Er Meng Hwa.
Prof Er arrived outside the MLT and was accompanied by the President of the EEE Club, Ms Tan Dunlin and they were instantly greeted by a lion dance performance. The loud drums drew much crowd to watch the performance. Prof Er was then invited onto the stage to start the opening ceremony with the club president.
Soon after the speech, the performances started. First performance on the stage was juggling. A masked female juggler appeared on the stage started juggling with 3 bowling pins.
The next event that followed was a harmonica performance by the Chinese society harmonica band. They then performed familiar Chinese New Year song pieces such as "ying chun hua" and "da di hui chun".
Meanwhile as the performances were going on, free ice creams were also given out to the school population. The response was very good as the afternoon sun was hot and most people wanted a free cooling treat.
When the performance finally ended, GV movie passes were being sold to our own EEE students. In addition, they also gave away tickets for EEE night for every EEE club's member. EEE Night Reminiscence, organized by EEE club, would have Stefanie Sun as a guest star.

EE Week -2004

2ND DAY – STONE AGE
February, 4, 2004, the second day of the EEE Week, Stone Age, was also a success. The show was welcomed with great enthusiasm by the students. On this day, EEE club gave away free lunch for all EEE students. In addition, they also gave away tickets for EEE night for every EEE club's member. EEE Night Reminiscence, organized by EEE club, would have Stefanie Sun as a guest star.

3RD DAY – BRONZE AGE
A plethora of stage performances and Games Fiesta was the highlight of the third day of the EEE week, 5th of Feb, 2004.
A remarkable stage performance by Ivan was indeed appreciated by the gathered crowd. Sing Lien and Mei Lin too received positive reception for their performance of a Chinese song, "yong qi". Flex and Clara also did a marvelous job in solo singing. The singers mentioned were NTU's students, equipped with talents. Some of the games organized by our club included 3T (Tic-Tac-Toe), Poker Darts, Loop it, Hook it etc. Attractive prizes like t-shirts, cups, stationary, to name a few, were given away to the winners. The free gifts attracted many people to the various game booths.

4TH DAY – SPACE AGE
It was finally the last day of EEE week. At about 12pm, free goodie bags were given away, along with a lucky draw ticket. Almost 1000 goodie bags were given out and people who went to get their goodie bags were entitled to a lucky draw. Meanwhile, NTU's very own wushu team performed as well.

Indeed, that aroused the interest of the students. Great songs created a more festive mood. EEE club presented the Hall 12 Jam band, Zwolf. Besides that, people with romantic souls would be elated by Janice. She sang two love songs from Utada Hikaru and Leanne Rimes with her beautiful voice. Their shows were met with an overwhelming applause from the audience. Games were also played with many attractive prizes to be won.

In all, it was an eventful day, gathering good crowd attraction, participation and appreciation.

The hustle and bustle prevailed all through the event, with the maximum crowd participation observed during the lucky draw event, towards the end. Laptop carrier bags, optical mouse, gold plated bracelets, sports bags were some of the breath taking prizes distributed. There were two bumper prizes: a laser jet printer and Samsung hand phone. Many stayed for the lucky draw, with a ray of hope in their hearts that this could be their lucky day! The tension and excitement could be felt. On this note, the EEE week 2004 came to an end and it was a great success.
Doing CEE Proud

CEE is proud to announce that four of its professors are holding Associate Editorship positions in the prestigious American Society of Civil Engineers (ASCE) journals. ASCE has a history of 129 years with a readership of a few hundred thousand all over the world. The professors’ appointments bear testimony to the contributions they have made and continue making in their respective fields.

Professor Tay Joo Hwa has been an Associate Editor for the esteemed Journal of Environmental Engineering since 2002. Professor Soh Chee Kong has been an Associate Editor of the well-known Journal of Computing in Civil Engineering, while Associate Professor Chew Yee Meng has been an Associate Editor with the reputable Journal of Hydraulic Engineering, both since 2003. And very recently, Professor Pan Tso-Chien has been invited to be an Associate Editor of the respected Journal of Structural Engineering.

It is not everyday that so many from one school are invited to join the editorial board of the leading and prominent ASCE journals and CEE is proud of these professors’ achievements.

CEE Don invited to be Associate Editor

Professor Pan Tso-Chien, who is well known for his work over the effects of long-distance major earthquakes on building structures and a leader in the R&D of protective technology for structures against dynamic and blast loadings, has been invited as an Associate Editor of the highly respected Journal of Structural Engineering, a publication of the American Society of Civil Engineers. Prof Pan is also a member of Editorial Board of the International Journal of Smart Structures and Systems. Prof Pan is active in international professional societies, including being the Honorary Secretary to the Board of Directors of World Seismic Safety Initiative, an undertaking of the International Association for Earthquake Engineering. Prof Pan has been with CEE since 1985.

NBS Career Day

Over 600 undergraduate and postgraduate students joined in the Nanyang Business School Career Day on 27 March 2004, Saturday, with 13 participating companies (including support from our senior alumni). The participating companies included:

- Accountant-General’s Department
- American International Assurance
- BDO International
- Economic Development Board
- First Principal Financial Pte Ltd
- International Enterprise Singapore
- Keppel Offshore & Marine
- Maulife (Singapore) Pte Ltd
- OCBC Bank
- PricewaterhouseCoopers
- Prudential Singapore
- Singapore Telecommunications Ltd
- The Great Eastern Life Assurance Company Ltd
- OCBC Bank
- PricewaterhouseCoopers
- Prudential Singapore
- Singapore Telecommunications Ltd
- The Great Eastern Life Assurance Company Ltd

The photos for the event can be viewed at: www.nbs.ntu.edu.sg/corporate/careerdays

The NBS Career Day was a joint team effort of:

- Undergraduate Programmes Office at Nanyang Business School
- Alumni Relations Office at Nanyang Business School
- Career Resource Centre - The Nanyang MBA
- Office of Professional Attachments