Introduction
Asian businesses and governments now operate in an environment filled with financial volatility, water and other resource constraints, climate change and growing social inequity. At the same time, emerging powers are catalysing growth, while revolutions in information technology and science seed new trends in collaboration, communication, and sustainability innovations. To build businesses and societies able to flourish in this volatile and uncertain environment requires all players, from business, government, and civil society, to work together far more closely than ever before.

The Master of Tri-Sector Collaboration empowers emerging leaders from these three sectors to work together to develop sustainable solutions to the world’s big problems.

Key Features

1. **Extraordinary Faculty** from SMU and beyond:
   - **Francis Fukuyama**
     Stanford University
   - **Roger S. Leeds**
     School of Advanced International Studies
     Johns Hopkins University
   - **Jackson Nickerson**
     Brookings Institution
     Washington University in St. Louis
   - **Simon Zadek**
     Tsinghua University
     Global Green Growth Institute
     Inquiry into the Design of a Sustainable Financial System, United Nations Environment Programme
   - **Roland Kupers**
     University of Oxford
     Former VP, Royal Dutch Shell

2. **Washington D.C., USA:** Students will visit the American capital in a module organised in partnership with Brookings Executive Education, the training division of Brookings Institution, ranked as the world’s top think tank.

3. **Capstone – Policy Task Force:** This student-driven project will develop solutions to complex problems in today’s volatile, uncertain and ambiguous environment.

4. **Professional Programme by Coursework:** The modular, full-time structure allows students to stay in their current roles while pursuing this course.

Course structure
Modular: comprising 11 weeks of class time over 18 months, starting every January. Students will graduate in July of the following year. Each week is defined as Monday to Saturday, full day, with minor variations across courses.

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Class Profile
Public Sector
Policy planning, futures thinking, business regulation, governmental strategy

Private Sector
Strategy, operations, governmental affairs, public relations, corporate social responsibility, corporate citizenship. Entrepreneur.

Civil Society
International or local non-profit organisations with environmental or social focus, trade association, chamber of commerce. Social entrepreneur.
Courses

Global Trends
Ann Florini
Professor of Public Policy, School of Social Sciences; Academic Director, Master of Tri-Sector Collaboration, Singapore Management University; Non-resident Senior Fellow, Brookings Institution, Washington, D.C.

Jackson Nickerson
Frahm Family Professor of Organization and Strategy, Olin Business School, Washington University in St. Louis; Brookings non-resident Senior Scholar in Governance Studies; Associate Dean and Director, Brookings Executive Education

How the Three Sectors Think
Simon Zadek
Senior Fellow, Global Green Growth Institute; Visiting Scholar, Tsinghua School of Economics and Management; Inquiry into the Design of a Sustainable Financial System, United Nations Environment Programme, Co-Director; Founder and CEO (2002-2009), AccountAbility

Leadership & Teamwork
Jonathan Marshall
Director, Marshall Consulting; Coach, Supervisor, INSEAD Business School; Adjunct Professor, National University of Singapore

Technology Trends: The Policy, Business and Social Impacts
Peter Lovelock
Director & Founder, Technology Research Project Corporate (TRPC); Co-Director, Technology Research Project, University of Hong Kong

Complexity and the Art of Public Policy
Roland Kupers
Associate Fellow, Smith School of Enterprise and the Environment, University of Oxford; (Former) Vice President LNG - Royal Dutch Shell

Sustainability & Metrics: Measuring Success in the 21st Century
Hwang Soo Chiat
Associate Professor of Accounting, School of Accountancy, Singapore Management University

The Role of Public Policy in Private Sector Development
Francis Fukuyama
Olivier Nomellini Senior Fellow, Freeman Spogli Institute for International Studies, Stanford University

Roger S. Leeds
Professor, School of Advanced International Studies (SAIS); Director, Center for International Business and Public Policy, SAIS, Johns Hopkins University

R. Kent Weaver
Professor of Public Policy and Government, Georgetown University; Senior Fellow, Governance Studies Program, Brookings Institution

Futures Methodologies and Scenario-Based Planning
Dawn Yip
Principal Consultant, Soulbreath Consulting

Capstone Project – Policy Task Force (individual and group work): student project and presentation

Cost
Application fee (non-refundable): S$100
Registration fee (non-refundable): S$400 (S’poreans and S’porean PR) / S$500 (international)
Admissions test fee: S$200 per attempt (compulsory only if applicant has no GRE/GMAT score)
Tuition fee: S$38,000 ($40,660 after taxes). Upon acceptance, a deposit of S$2,000 is required, with the remaining fees payable in four instalments. Airfare, accommodation and personal expenses are not included.

Admission requirements
• High English proficiency.
• Good bachelor’s degree (business, social science, law, public policy or related fields).
• Significant work experience.
• Good score on GRE preferred. GMAT or alternative SMU-designated admissions test may be accepted.
• 2 recommendations from current employer or an equivalent, objective party.
• Two short essays. Refer to application page online for latest topics.

Application

Contact
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Oct 2015. All information is correct at time of print. Please refer to www.smu.edu.sg/mtsc for latest updates.