



On the Cusp of **CHANGE**

Six Studies of
Modern China

Selected Writings from Singapore Lien Fellows

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Modern China

Selected Writings from Singapore Lien Fellows
(2009 and 2011)



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FOREWORD

A VITAL DIALOGUE

Starting conversations, sharing experiences, proposing solutions – these are just some of the good things that have come from the Lien Ying Chow Legacy Fellowship.

Established in 2007 as a joint initiative between the Lien Foundation and Nanyang Technological University, this high-level programme has allowed established and emerging leaders from Singapore and China to conduct critical studies of key issues of the moment and to foster positive change in their home countries.

Since 2007, the programme has accepted 39 leading officials, administrators and professionals as Lien Fellows. By giving them the chance to investigate issues of great public interest, the fellowship has shown how ties between Singapore and China can be further strengthened by the open exchange of ideas and experiences.

To showcase some of the engaging and thought-provoking studies that the fellowship has supported over the years, this volume brings together six research reports. Written by leading members of their fields and covering issues that are crucial to both Singapore and China – among them education, maritime matters, economic development, the environment and government leadership – these reports speak to the vital dialogue and engagement that the Lien Fellowship has opened between these countries.

I trust you will enjoy these writings and the way they illuminate some of the key challenges we face today, as well as show how we can continue to deepen our bonds.

DR WU WEI

*Executive Director,
Lien Ying Chow Legacy Fellowship*

INTRODUCTION

It isn't often that leading officials, administrators and professionals get the chance to, in effect, become avid students again, but this is exactly what the Lien Ying Chow Legacy Fellowship offers. Centred around an exchange programme that supports a specific research project (such as a government, corporate or not-for-profit initiative), the fellowship gives Lien Fellows both the time and resources to devote themselves to a single issue – a fantastic opportunity that has produced a range of topical and engaging studies.

This book brings together reports that have been written by six distinguished Lien Fellows:

***Leadership Features and Professional Development:
A Comparative Study of Principals in China and Singapore, and Their
Future Collaboration*** (Report dated 30 September 2010)
Dr Foo Suan Fong, Lien Fellow (2009)
Principal, Dunman High School, Singapore

China's Rise as a Global Maritime Nation (Report dated 18 November 2010)
Mr Lee Yuen Hee, Lien Fellow (2009)
Chief Executive Officer, TransitLink Pte Ltd, Singapore

***Emerging Chinese Enterprises:
How They Grew with China's Economic Reforms*** (Report dated 30 September 2010)
Mr Teo Eng Cheong, Lien Fellow (2009)
Chief Executive Officer, International Enterprise Singapore, Singapore

China's Environmental Challenges and Opportunities (Report dated July 2012)
Ms Chen Huey Rosa, Lien Fellow (2011)
Chief Executive Officer, National Heritage Board
Deputy Secretary (Culture), Ministry of Culture, Community and Youth, Singapore

***China's Education Policy on English Language Teaching:
Economic and Social Impact on China and Singapore*** (Report dated 18 August 2012)
Ms Lim Huay Chih, Lien Fellow (2011)
Director (School Planning and Placement), Ministry of Education, Singapore

Adaptive Leadership: A Primer (Report dated 2013)
Mr Lu Cheng Yang, Lien Fellow (2011)
Former Director (Personnel), Ministry of Education, Singapore

There are many traits shared by these studies. All take an in-depth look at matters of keen national importance: education, maritime matters, economic development, the environment and government leadership. By looking at these issues in a holistic manner, the authors offer a multifaceted portrait of the new realities and challenges that have arisen from China's unprecedented growth, as well as the exciting potential still to be realised.

In Mr Lee Yuen Hee's study of China's growing maritime influence and Mr Teo Eng Cheong's report on Chinese enterprises, both provide a snapshot of the dramatic and complex changes that the country is undergoing. In China's growing influence as a maritime nation, for example, Mr Lee notes how commercial and diplomatic imperatives have worked in tandem, while Mr Teo's report examines the evolution of Chinese enterprises and how they can succeed on the global stage.

In other areas, the impact of development has been more difficult to assess. As Ms Chen explains in her report on "green" issues in China, one of the key challenges for China's leaders will be balancing economic growth with environmental sustainability.

Another hallmark of the studies is the keen insight they offer into policymaking and its consequences, intended and otherwise. While national initiatives are crafted and implemented with as much care as possible, given the pace of change in China, not all variables can be fully accounted for. By taking a considered approach to nuances of policymaking and its impacts, the Lien Fellows are able to provide fresh insight into their specific areas of research.

In Ms Lim Huay Chih's study of the introduction of English into China's public education system, for example, she notes the success of the programme as a whole in raising the standard of English throughout China, but also discusses how differences in proficiency vary across regions and social strata. Education is also the focus of Dr Foo Suan Fong's report on school principalship in China and Singapore. This engaging study looks at the different ways that principals can play a leadership role, as well as learning can be enhanced in both countries.

This question of leadership is further raised in the closing report of this book. What makes for good leaders, those who can bring about transformative change? In his study of the qualities that modern leaders must possess, Mr Lu Cheng Yang explains the importance of basic principles of service, fairness and responsibility.

Finally, in keeping with the mission of the Lien Ying Chow Legacy Fellowship to promote mutual understanding and greater exchanges between Singapore and China, many of the Lien Fellows have been careful to demonstrate how lessons of their studies can be applied to both countries. Whether in education or the environment, they note the many bonds between Singapore and China and how these can be further enhanced, to our mutual benefit. Given the synergies and opportunities between Singapore and China that are yet to be realised, this is an exciting prospect indeed!

LEADERSHIP FEATURES AND PROFESSIONAL DEVELOPMENT: A COMPARATIVE STUDY OF PRINCIPALS IN CHINA AND SINGAPORE, AND THEIR FUTURE COLLABORATION

DR FOO SUAN FONG, LIEN FELLOW (2009)
PRINCIPAL, DUNMAN HIGH SCHOOL, SINGAPORE

The role of principals has been evolving with the changing educational landscape. To lead schools successfully in the 21st century, principals today are expected not only to be steeped in educational philosophies but also leadership and management theories. Professional development is equally important for both staff and school leaders alike in the quest for innovation and continual improvement. As such, an understanding of leadership models pertaining to education will open up new dimensions for Principals and help them to reflect and build up the competencies, knowledge and skills to run schools successfully today, while maintaining curriculum and instruction remains at the heart of educational leadership.

This study attempts to present an overview of Leadership Features and Professional Development in China, juxtaposed with a comparative study of its counterpart in Singapore. Analysing the distinct features of principalship in both countries, it looks at the fundamental principles and philosophical underpinnings shaping school leadership and management styles.

Substantiated by survey findings conducted on principals in both China and Singapore, it seeks to provide an additional dimension through the analysis of principals' background and leadership styles. Teachers' perception of principals and various aspects of principalship provide an added perspective as well in the study of unique educational leadership features in both countries.

This research further discusses career development and opportunities for professional learning and development, which is key to continual improvement to meet the challenges of education and schools in the 21st century, as well as current and future platforms for collaboration between school leaders of both countries.

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A respected senior educator and author, Dr Foo has served as the Principal of Dunman High School since 2009. He has formerly held senior administrative and teaching appointments at other schools as well as with the Ministry of Education and the National Institute of Education. For his many contributions to public life, Dr Foo received the Public Administration Medal (Bronze, 2006). He holds a PhD from Fudan University, China, an MPhil from the University of Hong Kong and a BA from the National University of Singapore.
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CHINA'S RISE AS A GLOBAL MARITIME NATION

MR LEE YUEN HEE, LIEN FELLOW (2009)

CHIEF EXECUTIVE OFFICER
TRANSITLINK PTE LTD, SINGAPORE

The opening of China's economy to foreign investments and external trade has led to a rise in the importance of maritime shipping. Sea transport remains the most cost-effective and efficient form of transportation for China's exports to the rest of the world, with more than 90% of manufactured goods transported by sea.

Following the rapid growth of its shipping and maritime sectors, China has been ranked by the United Nations Conference on Trade and Development as the world's third most important maritime nation. The country has also become the world's second-largest shipbuilding nation, after the Republic of Korea, followed by Japan.

The container transport arms of two of China's state-owned shipping conglomerates, namely the China Ocean Shipping Company and the China Shipping Group, are also placed among the world's top 10 container shipping lines in terms of slot capacity. In 2009, six out of the top 10 busiest container ports in the world were Chinese. In August 2010, Shanghai has outstripped Singapore as the world's busiest container port. Aside from port operations, China is also developing Shanghai into an International Maritime Centre.

China boasts three top-notch maritime universities – the Dalian Maritime University, the Shanghai Maritime University and the Jimei Navigational Institute of Jimei University – that together churn out more than 10,000 graduate and post-graduate students annually for the maritime sector. As a major seafaring nation, China also supplies the world's oceangoing fleet with an estimated 500,000 seafarers.

China is seeking to expand its maritime and naval influence in the Indian Ocean and further into the Pacific to protect her shipping and trade interests. A new harbour at Hambantota, near Sri Lanka's southern tip, was financed and built almost completely by China, adding to the "String of Pearls" that China is trying to establish in the Indian Ocean. It has also offered to help bail out the Greek shipping sector by offering to invest heavily to upgrade their port facilities and tripling the volume of cargo the port can handle.

China is also exerting its influence in the South China Sea and over the Senkaku/Diaoyu Islands in the East China Sea. It has declared the South China Sea to be Beijing's core non-negotiable national interests. This has led to tensions with countries like Japan and Vietnam and strained relations with the USA.

However, while China has become a big maritime nation, it is still not yet a strong and powerful maritime nation. While China is the world's second largest shipbuilder, Chinese yards still lack state of the art technologies and lags behind in efficiency. China also lacks core competitiveness when it comes to shipping information, ship brokering, financing and leasing, and lacks experience in maritime arbitration, insurance and claims. It does not yet have sufficient say in global shipping pricing.

China can and will likely play a more active role in the international maritime arena at international organisations like the International Maritime Organisation, demonstrating that it is a responsible player and contributing towards the development of safe and sustainable shipping.

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Mr Lee is currently the CEO of TransitLink Pte Ltd. He has previously held senior appointments with the Ministry of Transport, the National Environment Agency, the Ministry of Defence, the Ministry of Trade and Industry, the Ministry of Communications and Information, the Land Transport Authority, the Ministry of Finance and the Ministry of Community Development. For his contributions to public service, Me Lee has received the Public Service Medal (2004), the Public Administration Medal (Silver, 2005) and the Long Service Medal (2008). He holds an MPA from Harvard University and a BA and MA from the University of Cambridge.
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EMERGING CHINESE ENTERPRISES: HOW THEY GREW WITH CHINA'S ECONOMIC REFORMS

MR TEO ENG CHEONG, LIEN FELLOW (2009)

CHIEF EXECUTIVE OFFICER,
INTERNATIONAL ENTERPRISE SINGAPORE, SINGAPORE

In the last 30 years, the business environment for Chinese enterprises has seen a complete overhaul through China's wide-ranging economic reforms. Two promising classes of Chinese enterprises have emerged: the well-positioned state-owned enterprises and the nimble private enterprises.

Many of these enterprises have ventured beyond Chinese shores. Some of them will find that their domestic successes are no guarantee of international success. Others will overcome global competition and become true global giants.

This study gives a broad overview of the more relevant economic policies from the perspective of emerging Chinese enterprises. These policies are grouped into two main categories:

- a. Policies recognising private ownership, in particular, China's liberalisation of the private enterprises, the state-owned enterprise reforms and the financial reforms to support these enterprises. This study argues that these policies have been most instrumental in unleashing the potential of thousands of Chinese entrepreneurs and creating the Chinese economic miracle.
- b. Policies facilitating competition, in particular, China's foreign direct investment policy, accession to the World Trade Organisation and internationalisation efforts. These policies further strengthen the resilience of Chinese enterprises through competition and prepare them for the global arena.

As China becomes stronger as an economic power, it will take a more calibrated approach towards competition among the state-owned enterprises, private enterprises and foreign enterprises within China as well as competition against companies outside of China.

How China balances its push to grow world-class companies and its embrace of free market principles will determine whether many more Chinese enterprises will emerge as true globally competitive enterprises.

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Mr Teo has served as the Chief Executive Officer of International Enterprise Singapore since 2011. He has previously held senior appointments with the Competition Commission of Singapore, Singapore Customs, the Ministry of Community Development and Sports, the Monetary Authority of Singapore and the Economic Development Board. Mr Teo holds an MSc from the London School of Economics and a Bachelor's degree from the National University of Singapore.
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CHINA'S ENVIRONMENTAL CHALLENGES AND OPPORTUNITIES

MS CHEN HUEY ROSA, LIEN FELLOW (2011)
CHIEF EXECUTIVE OFFICER, NATIONAL HERITAGE BOARD
DEPUTY SECRETARY (CULTURE), MINISTRY OF CULTURE,
COMMUNITY AND YOUTH, SINGAPORE

China's environmental challenges have grown significantly more complex over the last 30 years given its economic dynamism and population growth. In its northeastern and central regions, for example, resource depletion and ecological damage have compromised the well-being of citizens.

Over the last 10 years, however, there has also been top-level public acknowledgement of the need to balance environmental sustainability with economic growth. The stated environmental goals in the 11th and 12th five-year plans, together with China's active international engagement, notably on climate negotiations, have increased pressure on China's political and administrative leadership to demonstrate commitment and results in improving environmental standards on key areas such as air quality, water quality, waste management and energy conservation.

Consequently, policy statements and process reforms have been issued to the provincial and city levels for execution. The results have been of varying success due to factors such as competing policy goals and the effectiveness of local governance.

China's poor environmental performance in parts of the country sharply contrasts with its achievements in pioneering innovations and investments in cutting-edge green technology. One significant trend has been the creation of opportunities for foreign investments to be drawn into clean technology and the building of eco-cities. Today, China has overtaken the U.S. as the largest investor in clean technology.

As in other socioeconomic areas, whether longer-term improvements can be realised will depend on political leadership, quality of governance, societal response and continued economic prosperity. The Chinese government has also been responsive to the demands of its increasingly active citizenry to mitigate against the natural disasters and environmental damage. With rising expectations and awareness, environment sustainability provides the government with an opportunity to establish a closer relationship with citizens through concerted, coordinated actions, to improve their quality of life in a tangible manner.

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Ms Chen has served as the Chief Executive Officer of the National Heritage Board since 2013; she also concurrently holds the appointment of Deputy Secretary (Culture) at the Ministry of Culture, Community and Youth. She has previously held appointments with the Ministry of the Environment and Water Resources, the Public Service Division, the Ministry of Education, the Ministry of Trade and Industry and the Ministry of Finance. For her contributions to Singapore, She has received the Public Administration Medal (Silver, 2001). Ms Chen holds a BA from the University of Oxford.
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CHINA'S EDUCATION POLICY ON ENGLISH LANGUAGE TEACHING: ECONOMIC AND SOCIAL IMPACT ON CHINA AND SINGAPORE

MS LIM HUAY CHIH, LIEN FELLOW (2011)
DIRECTOR (SCHOOL PLANNING AND PLACEMENT),
MINISTRY OF EDUCATION, SINGAPORE

Not many people know that China has the fastest growing number of English Language learners in the world, and that almost all students in China start to learn English from Grade 3 in primary school (about 17 million students join Grade 3 every year). This means that they will have nine years of English language instruction before they enter universities. This will be a bilingual generation that speaks an international language – English!

This study examines the reasons behind their Chinese Ministry of Education's decision in 2001 to mandate that all students start learning English as a compulsory subject from Grade 3. While the policy has not fully achieved its objective of having all (or even the majority of) Chinese students attain a certain level of English language competency for effective communication, it has enabled cohorts of top students to reach a good level of proficiency and to be able to study overseas and access the latest knowledge, research and opportunities from other countries.

This study also discusses the economic and social impact, at the macro and micro level, of the English language policy on China, as well as the impact, opportunities and challenges for Singapore.

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Ms Lim has served as the Director (School Planning and Placement), Ministry of Education, since 2006. She has previously held senior appointments with the Public Service Division, the Ministry of Communications and Information Technology, the Ministry of Environment and the Ministry of Home Affairs. She holds a Master's degree in public management from the National University of Singapore and a BSocSc from the Australian National University.
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ADAPTIVE LEADERSHIP: A PRIMER

MR LU CHENG YANG, LIEN FELLOW (2011)

FORMER DIRECTOR (PERSONNEL), MINISTRY OF EDUCATION, SINGAPORE

What are the essential qualities that have enabled the Communist Party of China to continue its mission of serving citizens? What are the issues faced by the current generation of China's leaders, and how can it renew its vision to take the country into the 21st century? These are just some of the critical subjects discussed in this summary, which contains extracts from Mr Lu's book, *Adaptive Leadership: CPC Selection, Grooming and Renewal in the 21st Century*.

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Mr Lu used to serve as the Director (HR Solutions and Capabilities), Ministry of Education, since 2002. He has previously held senior appointments with the Ministry of Environment, Ministry of Home Affairs and the Ministry of Defence, among others. For his contributions, Mr Lu has received the Public Administration Medal (Silver, 2009). He holds an MSc in Management Skills/Studies/Science from Stanford University as well as an MA and BA from the University of Oxford.
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