



Preparation of Dossier
for Regular Rank Faculty

Preparation of Dossier for Duke-NUS Regular Rank Faculty Appointment / Promotion for Submission to Duke-NUS APT Committee (Wef 1 May 2013)

Note: For appointment of faculty under Track IIC – Practice Track, please refer to document “Preparation of Dossier for Duke-NUS Practice Track Faculty Appointment / Promotion for Submission to Duke-NUS AP Committee (wef 1 March 2017)”.

For a Duke-NUS regular rank faculty appointment / promotion, the candidate’s dossier for submission to the Duke-NUS Appointments, Promotion and Tenure (APT) Committee will need to include (in chronological order) the following:

- 1. APT Cover Letter** (from SRP / ACP / AMEI Director / Office of Education HOO) summarising SRP / ACP / AMEI / Office of Education Nomination and Appointment Committee’s (NAC’s) discussion and recommendations – including the vote cast by the Committee members - on the candidate’s appointment / promotion. **APT Cover Letter is required for all regular rank appointments / promotions.** Please refer to [Template 1 – APT Cover Letter For Regular Rank Faculty Appointment / Promotion](#).

Academic Council (AC) Cover Letter (from AC Chair) summarising AC’s discussion and recommendations on candidate’s appointment / promotion. AC Cover Letter is required for Associate Professor and Full Professor level appointment / promotion in addition to APT Cover Letter, for (i) Clinician whose faculty appointment resides in ACP / AMEI or faculty appointment residing in SRP with SingHealth as primary employer, and (ii) PhD Investigator whose faculty appointment resides in ACP / AMEI.

For candidates who are being put up to the APT Committee for Regular Rank faculty promotion or tenure review, the cover letter from the AC Chair and / or SRP / ACP / AMEI Director should clearly stipulate the following:

- (i) The current Duke-NUS faculty appointment academic rank that the candidate is holding and the date that he / she was appointed at or promoted to this current academic rank.
- (ii) New / additional / expanded / major contributions and achievements made by the candidate from his / her last appointment / promotion till to-date that will warrant the proposed promotion or award of tenure.

2. Candidate’s CV

For new faculty appointments, use [Template 2 – Duke-NUS / SingHealth CV](#) for CV submission.

For promotion and tenure review of existing faculty members, CVs submitted must be in the Faculty Profile System (FPS) generated CV format. The online FPS can be accessed through: <https://inetapps.duke-nus.edu.sg/fps/home/#/>

For (a) Associate Professor with Tenure, (b) Full Professor with Tenure, and (c) Full Professor with non-tenure appointments/ promotions, CVs of candidates should include the following publication information:

- (i) H-index

- (ii) Journal Impact Factor of every journal that the candidate had published in for the last 5 years (and further back if the candidate wishes)
- (iii) (optional) Number of citations for every publication that the candidate had published

3. Candidate's Intellectual Development Statement

Generally around 4 - 6 pages:

- (i) 1 – 2 pages of past research and / or academic accomplishments
- (ii) 2 pages on future research and / or academic plans
- (iii) 1 – 2 pages on academic experience and philosophy (e.g. teaching, training of graduate students and / or fellows, etc)

4. Reference Letters on Candidate

The number of reference letters on the candidate will depend on the proposed academic track and rank, as well as the tenure type to be surfaced to the APT Committee. Please refer to [Table 1: Reference Letter Requirement Criteria for Regular Rank Duke-NUS Faculty Appointments](#) found at the end of this document.

It is important to indicate in the request for reference letter the academic rank that the SRP / ACP / AMEI / Office of Education would like to appoint / promote the candidate to. If the appointment / promotion is one with tenure, it is necessary to indicate so in the request letter to the referees. Reference letters should be obtained from referees who are of the same academic rank or higher than that for which the candidate is being considered. Please refer to [Template 3 – Letter to Referee Requesting For Reference Letter](#).

5. Letter of Support From AMEI Director

A letter of support from the AMEI Director is recommended for clinicians / PhD research investigators who are being proposed by a / an / the SRP / ACP / AMEI / Centre / Office of Education for Regular Rank Track IIB (Education) or Track IC (Clinician / Scholar) faculty appointments.

6. Other Important Points to Note on Regular Rank Faculty Appointments

- (i) Duke-NUS regular rank faculty appointments (i.e. Assistant Professor / Associate Professor / Professor) should reside in either a Programme (i.e. ACP / SRP).
- (ii) If the AMEI / Centre wishes to propose a candidate for a Regular Rank faculty appointment whereby the primary appointment is to reside in the AMEI / Centre, prior approval is to be sought from the Dean by the entity that is proposing the appointment. In cases whereby a / an SRP / ACP is not a suitable or appropriate academic home for a candidate (e.g. who has a teaching role but has no other connection with a / an SRP / ACP) whom the Office of Education has proposed to be put up for a faculty appointment with Office of Education as the academic home, the Office of Education can propose such candidates for Regular Rank faculty appointments [i.e. for Non-tenure Track (Track IIA / IIB) only].
- (iii) For candidates who are already holding an Adjunct faculty appointment and are being put up to the Duke-NUS APT Committee for simultaneous (i) conversion to a Regular Rank faculty appointment **AND** (ii) promotion to a higher academic rank than that of his / her current Adjunct appointment, the conversion and promotion processes should be carried out sequentially, instead of concurrently. That is, the candidate should first convert his Adjunct appointment to a Regular Rank appointment at the same academic rank as that of his / her Adjunct appointment, before being put up for a Regular Rank promotion to a higher academic rank.

Table 1: Reference Letter Requirement Criteria for Duke-NUS Regular Rank Faculty Appointments

Note:

1. Reference letters (i.e. arm's length / non-arm's length) should be solicited from referees who are of the same academic (a) rank and (b) type (i.e. Regular Rank / Adjunct) or higher than that for which the candidate is being considered. Exceptions can be granted for the following instances:
 - (i) For candidates who are being nominated for Regular Rank Track II Non-Tenure Track Instructor / Assistant Professor appointments, reference letters from referees who hold Adjunct faculty appointments but whose academic rank is higher than that for which the candidate is being proposed, can be counted toward the minimum number of letters required.
 - (ii) Reference letters from referees without academic titles but who (a) hold key leadership positions in any reputable organisation or (b) are highly recognised within the field of their expertise and who are from renowned institutions / organisations, can be counted toward the minimum number of letters required.
2. Arm's length referees are referees who:
 - (i) have not collaborated scientifically with the candidate in the past 5 years;
 - (ii) are not from the same institution as the candidate (Note: The different institutions within SingHealth are considered as 1 single institution as they are all under the same SingHealth cluster.);
 - (iii) are not former or current supervisors of the candidate;
 - (iv) have no personal connections with the candidate (i.e. they could be colleagues in a similar field but have no further substantive connections).
3. Collaborators are defined as individuals with whom the candidate has:
 - (i) published in the past 5 years; or
 - (ii) an on-going research collaboration.
4. For appointment / promotion at Associate Professor or Full Professor levels:
 - (i) Process is through an ACP / SRP Appointments and Promotion Committee
 - (ii) The candidate can recommend names of referees, but Committee makes decision on whom will be contacted. Candidate should not be aware of the names of the referees who provide letters.
5. Local referees are referees based in Singapore, while international referees are those based outside of Singapore.

S/N	Appt Type	Academic Track	Type of Tenure Appt	Academic Rank	Minimum No. of Reference Letters Required	No. of Reference Letters to be Solicited From			Notes
						Non-Arm's-Length Referees		Arm's Length Referees	
						Local / International	Local		
1	Regular Rank	Track I	Tenure-Track Appt	Asst Prof	3	No Restriction	No Restriction	Suggest 1	<ul style="list-style-type: none"> The candidate or the SRP / ACP / AMEI / OoE n can solicit the reference letters. The candidate can either forward the letters received from the referees to the SRP / ACP / AMEI Director / OoE HOO, or have the referees send the letters directly to the Director.
	Regular Rank	Track I	Tenure-Track Appt	Assoc Prof	4	Not counted toward minimum no.	No Restriction	Minimum 3	<ul style="list-style-type: none"> The SRP / ACP / AMEI / OoE solicits the letters independently of the candidate. Up to half the no. of referees can be suggested by the candidate. The rest of the referees should be chosen by the SRP / ACP / AMEI / OoE independent of the candidate.
				Prof	6	Not counted toward minimum no.	No Restriction	Minimum 4 (Recommend 1 from Duke University)	
				Tenured Appt (i.e. with tenure)	Assoc Prof	6	Not counted toward minimum no.	No Restriction	
Prof	6	Not counted toward minimum no.	No Restriction	Minimum 5					

S/N	Appt Type	Academic Track	Type of Tenure Appt	Academic Rank	Minimum No. of Reference Letters Required	No. of Reference Letters to be Solicited From			Notes
						Non-Arm's-Length Referees		Arm's Length Referees	
						Local / International	Local		
								(Recommend 1 from Duke University)	
2	Regular Rank	Track II	Non-Tenure Track Appt	Instructor / Asst Prof	3	No Restriction	No Restriction	No Restriction	<ul style="list-style-type: none"> Reference letters from referees who hold Adjunct faculty appointments but whose academic rank is higher than that for which the candidate is being nominated, can be counted toward the minimum no. of letters required. The candidate or the SRP / ACP / AMEI / OoE can solicit the reference letters. The candidate can either forward the letters received from the referees to the SRP / ACP / AMEI Director / OoE HOO, or have the referees send the letters directly to the Director / HOO.
	Regular Rank	Track II	Non-Tenure Track Appt	Assoc Prof	4	Maximum 1	No Restriction	Minimum 3	<ul style="list-style-type: none"> The SRP / ACP / AMEI / OoE solicits the letters independently of the candidate. Up to 3 of the referees can be suggested by the candidate. The rest of the referees should be chosen by

S/N	Appt Type	Academic Track	Type of Tenure Appt	Academic Rank	Minimum No. of Reference Letters Required	No. of Reference Letters to be Solicited From			Notes
						Non-Arm's-Length Referees		Arm's Length Referees	
						Local / International	Local		
									the SRP / ACP / AMEI / OoE independent of the candidate.
				Prof	6	Maximum 1	No Restriction	Minimum 4 (Recommend 1 from Duke University)	<ul style="list-style-type: none"> The SRP / ACP / AMEI / OoE solicits the letters independently of the candidate. Up to half the no. of referees can be suggested by the candidate. The rest of the referees should be chosen by the SRP / ACP / AMEI / OoE independent of the candidate.

Template 1:
APT Cover Letter for Regular Rank
Faculty Appointment / Promotion

Updated as at 15 April 2020

<Choose a date>

Appointments, Promotion and Tenure (APT) <Choose Committee Type>
Duke-NUS Medical School (Duke-NUS)

Dear APT Committee <Choose Members/Chair>,

Re: Dr <Enter Candidate's Name>

On behalf of <Enter Name of SRP/ACP/AMEI/Office of Education>, I hereby present to the Duke-NUS APT <Choose Committee Type> the recommendation for the <Choose Proposed Appointment> of Dr <Enter Candidate's Name> as <Choose Proposed Academic Rank> <Choose Proposed Academic Track> at Duke-NUS <Choose Promotion Date (only applicable for promotion, delete accordingly)> <Enter year for promotion (only applicable for promotion, delete accordingly)> .

(This paragraph is only applicable to candidates being put up for promotion or tenure review.)
Dr <Enter Candidate's Name> joined Duke-NUS as <Choose Current Academic Rank> <Choose Current Academic Track> on <Choose start date of current appointment>. <Please provide a short paragraph of write-up supporting the candidate's promotion / tenure review. Please indicate a summary of new / additional / expanded / major contributions and achievements made by candidate from his / her last appointment / promotion till to-date.>

Please provide a 2 to 3-page write-up supporting the candidate's appointment / promotion. The SRP's / ACP's / AMEI / Office of Education's recommendation should include:

- a) Candidate's educational background, training and / or employment;
- b) Candidate's research achievements and accomplishments (including number of publications and significant grants), and his / her standing in the field if he / she is being put up for a tenured appointment;
- c) Candidate's participation in educational initiatives and academic service;
- d) Candidate's current engagements with Duke-NUS, if any.
- e) Candidate's proposed roles / responsibilities in Duke-NUS given the appointment / promotion.
- f) Any other relevant information in support of candidate's appointment / promotion;
- g) Summary of the:

- a. ACP / AMEI / OOE Nomination and Appointment Committee's discussion and recommendation, including the vote cast by the Committee members, on the candidate's faculty appointment / promotion (note: casted votes are only required to be recorded for Assoc Prof and full Prof level appointment / promotion); or
 - b. SRP Faculty's discussion, including the vote of the SRP faculty members (who should be of the same academic rank and tenure track and type or above that for which the candidate is being considered) on the recommended appointment / promotion level.
- h) For relevant candidates, please include the following statement: "The Academic Council has assessed <candidate's name> credentials and found them to be appropriate for the proposed appointment."

In view of the above, it is my great pleasure to recommend the <Choose Proposed Appointment> of Dr <Enter Candidate's Name> as <Choose Proposed Academic Rank> <Choose Proposed Academic Track> at Duke-NUS.

Sincerely,

<Enter SRP/ACP/AMEI Director/Office of Education HOO's Name>
<Enter Academic Rank> and Director
<Enter Name of SRP/ACP/AMEI / Office of Education>

*only for Centres putting up candidate under SRP
<Enter Centre Director's Name>
<Enter Academic Rank> and Director
<Enter Name of Centre >

Enclosures:

Candidate's Curriculum Vitae
Candidate's Intellectual Development Statement
<Enter Number> Reference Letters

Please attach photo below:

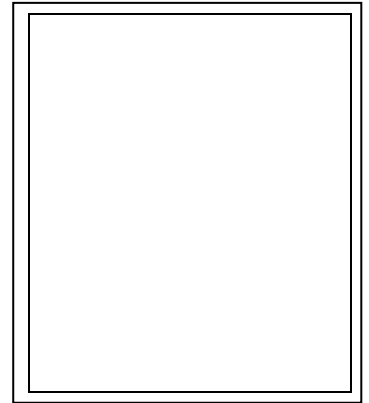
Duke-NUS / SingHealth CV Template

(For Faculty and Senior / Principal Research Scientist Appointments)

Updated as at _____

Please do not delete any sections and use "NA" for no entry.

Please use continuation pages when necessary.



(1) Personal Particulars

Full Name: _____

Last Name: _____

Date of Birth : _____

Nationality : _____

Gender : Male / Female

(2) Brief Biography *(Compulsory, in 1-2 paragraphs)*

(3) Current Appointment Details

Please refer to section (7) Professional Training & Academic Career (Employment History) for more information

Institution of Primary Appointment: _____

Secondary Appointment(s), if any *(include clinical faculty appointment with NUS if applicable)*:

Present Rank(s) and Title(s) in Duke-NUS: _____

(4) Educational & Training Qualifications

Qualification	Country	Name of School / Institution / University	Date of Attainment	Input "X" if Highest Qualification

(5) Certification & Licensure

(A) Medical Professional License

Licensing Board	Licensing Number	Date (DD/MM/YYYY)	Country

(B) Specialty Certificate

Certificate Board	Certificate Number	Name of Medical Sub-Specialty	Year	Country

(6) Membership in Professional & Academic Societies

Organisation(s)	Rank / Title / Position	From (YYYY)	To (YYYY)

(7) Professional Training & Academic Career (Employment History)

Listing of all professional training and work experiences to-date, i.e. training rotations, past and present appointments, beginning with the first postgraduate position.

Academic / Clinical / Research / Administrative / Industry:

Training Type	Hospital / Institution / Organisation	Rank / Title / Position	From (MM/YYYY)	To (MM/YYYY)

(8) Major Personal Events (Optional)

Inclusive of personal events that might have a bearing on the review of the faculty appointment, promotion or tenure application, e.g. childbirth / maternity leave, major illness requiring extensive leave, loss of property, or disruption of lifestyle.

(9) Publications

*Inclusive of Authors, Article Title, Journal Name, Date of Publication, Volume / Issue / Page Number with candidate's name in **bold**. For example:*



Candidates who are being put up for regular rank (1) Associate Professor with tenure, (2) Professor with tenure (3) Professor (non-tenure) or (4) Senior Principal Research Scientist appointment should include the following:

- (i) Journal Impact Factor of every journal published for the last 5 years;*
- (ii) No. of citations for every publication published for the last 5 years (Optional)*

*Sequential listing of publications (#1 being the oldest) **excluding** publications that are submitted for review but have not been accepted or published.*

(A) Refereed Journals

Refereed articles are scientific publications that have active editorial boards and a system of critical review of all submissions for publication. [Ulrichsweb](#) provides a list of refereed journals.

(i) Original Articles

(ii) Review Articles

(iii) Letters (e.g. to Editor), Editorials & Case Reports

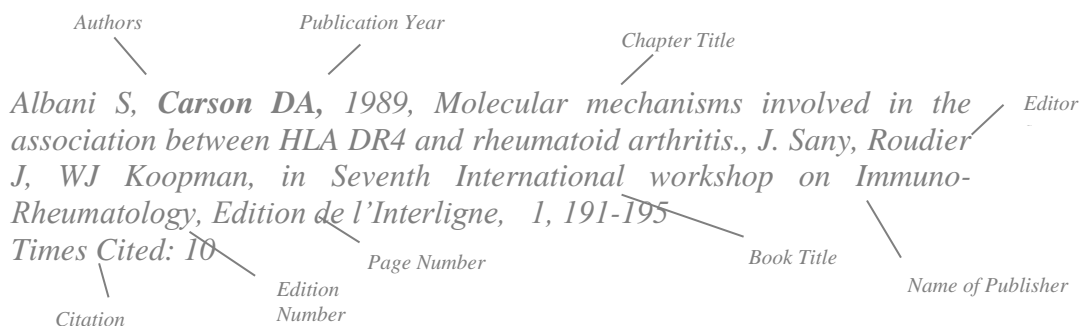
(B) Non-Refereed Publications

Non-refereed publications refer to those which do not routinely use a system of critical review prior to publication; such articles are often solicited by the publisher.

(i) Review Articles

(ii) Books & Chapters

*In the format as shown and with name in **bold** (as book author/editor):*



(iii) Letters (e.g. to Editor), Editorials & Case Reports

(iv) Abstracts (Optional)

(C) Top 10 Publications (from the most impactful publication onwards. Optional for regular rank / Adjunct (1) Instructor and (2) Assistant Professor candidates)

Rank	Article Title	List of Authors with candidate's name in bold	Publication Name	Edition no.	Publication Year	Remarks (*Indicate Candidate's Role and Contributions)
1						
2						
3						
4						
5						
6						

7						
8						
9						
10						

(D) h-index (Required for (1) Associate Professor with tenure, (2) Professor with tenure, (3) Professor (non-tenure), (4) Adjunct Associate Professor, (5) Adjunct Professor and (6) Senior Principal Research Scientist appointments)

Inclusive of h-index, method for calculation [e.g. Google Scholar Citations (preferred), Web of Science] and date that the index was determined.

(10) Intellectual Property/ Technology Declarations

(A) Total number of Duke-NUS affiliated Invention Disclosures submitted :

(B) Total number of Duke-NUS affiliated Trademarks submitted :

(C) Total number of Duke-NUS affiliated Patents filed :
Inclusive of provisional and published patents.

(D) Total number of Duke-NUS affiliated IP granted / registered :
Inclusive of copyrights and trademarks registered.

(E) Duke-NUS Patents Published

Title	Inventor(s)	Publication Date	Publication Number	Patent Office

(F) Duke-NUS Copyrights and Trademarks Registered

Registration Date	Type	Title	Inventor(s)	Registration Number	Country

(G) Duke-NUS Technology Declarations

Title	Inventor(s)	Application Date	Application Number	Patent Office	Date Granted	Patent Number (if granted)

(H) Other Intellectual Property (Trademark / Copyright / Patent)

Registration / Publication Date	Type of IP	Title	Inventor(s)	Registration / Publication Number	Country	Patent Office

(I) Other Technology Declarations

Title	Inventor(s)	Application Date	Application Number	Patent Office	Date Granted	Patent Number (if granted)

(J) Licences / Agreement with Companies

Registration Date	Type	Title	Company	Licence/ Agreement Number	Country

(11) Editorship

Inclusive of roles (e.g. editor, reviewer or member of editorial board) in editorship of journals and books.

(12) Education Activities (Teaching Portfolio)

Chronological listing of activities related to Medical Education, or educational activities related to Research / Clinical Innovation, beginning with the oldest.

(A) Educational Philosophy (500 words max):

Inclusive of the following elements: personal theory of learning, goals of instruction, role and responsibility of the student and instructor, and a description of the variables that promote learning.

(B) Seminars / Lectureships

(i) Local

(ii) International

(C) Teaching Activities in Local Institutions *(Optional for Faculty candidates who are PhD Research Investigators)*

(i) Undergraduate Education:

Inclusive of date, title of teaching, audience and evaluation (if available).

(ii) Postgraduate Education:

Inclusive of date, title of teaching, audience and evaluation (if available).

(D) Leadership Positions or Roles in Education / Clinical Innovation / Commercialisation / Industry

(e.g. Course Directorship, Curriculum Planning / Development Committees / Facilitation of Start-Ups, etc.)

Inclusive of the title, date / period, audience, a brief description and frequency conducted.

(E) Advisory / Mentoring Role:

Inclusive of date (range from - to), student name, student level (medical student, fellow, postgraduate, faculty, resident) and title of student work.

(F) Educational Administration:

Inclusive of the period of engagement, organisation and your title / role.

(G) Continuing Medical Education (date, title, certificate):

Inclusive of date, title and certificate with description on strategies implemented to improve teaching.

(13) Clinical Activities

(Applicable to candidates with >50% FTE in Research or Medical Education)

List of previous and current year clinical activity - type of practice and estimate of time commitment: (list in order of % time commitment from highest to lowest %)

(14) Conferences Attended and Speaking Invitations

Chronologically listed, beginning with the oldest.

(A) With Oral Presentations

(B) With Poster Presentations

(C) Without Presentations *(Optional for PhD Research Investigators)*

Conferences attended (without abstract / poster presentation).

(15) Research & Innovation Activities

(A) Research & Commercialisation Funding Support

(i) Current Funding

Listing of Funding Support from role as PI first, followed by that of Co-I / Collaborator. As Co-I / Collaborator, to indicate dollar quantum of funds to Co-I / Collaborator's lab.

Project Title or Startup Name	Role (eg. PI, Co-I, Founder etc)	Origin	Name of Grant (if applicable)	Funding Agency	Project or Startup Funding Start Date	Duration (if applicable)	Amount	Currency

(ii) Past Funding

In reverse chronological order, with role as PI first, followed by that of Co-I / Collaborator. As Co-I / Collaborator, to indicate dollar quantum of funds to Co-I / Collaborator's lab.

Project Title or Startup Name	Role (eg. PI, Co-I, Founder etc)	Origin	Name of Grant (if applicable)	Funding Agency	Project or Startup Funding Start Date	Duration (if applicable)	Amount	Currency

(iii) Pending Proposals

Listing of submitted proposals which are under consideration only, from role as PI first followed by that of Co-I / Collaborator. As Co-I / Collaborator, to indicate proposed dollar quantum of funds to Co-I / Collaborator's lab.

Project Title or Startup Name	Role (eg. PI, Co-I, Founder etc)	Origin	Name of Grant (if applicable)	Funding Agency	Project or Startup Funding Start Date	Duration (if applicable)	Amount	Currency

(B) Collaboration with Local and Overseas Institution

Inclusive of project status, i.e. completed / ongoing

(C) Research Interests

(16) Committee Work

(A) Hospital

(B) Ministry of Health

(C) University / Medical School

(D) Professional Bodies

(E) Others

Contributions towards Industry may be listed here.

(17) Awards & Honours

(A) Academic / Clinical / Research / Innovation Awards

(B) Others

Features of innovative work may be listed here.

(18) Top 10 Contributions *(Optional for PhD Research Investigators)*

List of contributions beginning with the most significant. Committee work and editorship of journals, etc. may be listed here.

Rank	Description of Contribution	Year of Contribution
1		
2		
3		
4		
5		

6		
7		
8		
9		
10		

(19) Hobbies / Special Interests *(Optional for PhD Research Investigators)*

Note: In submitting this CV, I hereby agree to it being shared between Duke-NUS and SingHealth in association with any official matters in either or both of these institutions.

<Date>

Dr <Referee's Name>
<Referee's Designation>
<Name of Department>
<Name of University or Company or Institution>
<Referee's Address>

Dear Dr <Referee's Surname>:

Dr <Candidate's Name> is being considered for appointment at the rank of <proposed academic rank> <please indicate 'with tenure' if the appointment is with tenure> at the Duke-NUS Medical School (Duke-NUS). We would be most grateful if you could help us by evaluating Dr <Candidate's Surname>'s research and scholarly achievements. We are providing <his / her> curriculum vitae and intellectual development statement for your consideration; reprints of papers can also be provided upon request.

Faculty of the Duke-NUS are expected to stand in competition with the top scholars of similar rank within their fields. In making your evaluation of <his / her> accomplishments, it would be helpful if you would - after defining your relationship to Dr <Candidate's Surname> and the research area in which <he / she> works - evaluate and comment upon the following:

1. Dr <Candidate's Surname>'s achievements and status compared to other scholars in <his / her> field who are at similar stages in their careers;
2. The strengths and weaknesses of <his / her> scholarship and the degree of recognition achieved within <his / her> discipline, noting any distinctive contribution(s);
3. The scope and significance of <his / her> research interests and activities as they have made original or otherwise significant contributions to the discipline;
4. Whether, based on your knowledge of <his / her> work and the enclosed curriculum vitae, Dr <Candidate's Surname> would be appointed as a <proposed academic rank> <please indicate 'with tenure' if the appointment is with tenure> in your institution;
5. Any additional insights that may be helpful in determining whether or not to recommend this appointment as <proposed academic rank> <please indicate 'with tenure' if the appointment is with tenure> be awarded.

We would appreciate a reply by <deadline>, if at all possible. Please send your letter to me at <SRP / ACP / AMEI Director / Office of Education's or secretary's email address: XXXX> or fax it to me at +65 <fax number>. Thank you in advance for taking the time to do this. Your response will be maintained in confidence.

Sincerely,

<SRP / ACP / AMEI Director / Office of Education HOO's Name>
<Academic Rank> and Director
<Name of SRP / ACP / AMEI / Office of Education>

Enclosures:

Candidate's Curriculum Vitae

Candidate's Intellectual Development Statement

8 College Road Singapore 169857

T 6516 7666 F 6221 7396

www.duke-nus.edu.sg

A school of the National University of Singapore (RCB No: 200604346E)