



Charles PHUA Chao Rong, Ph.D, CMC, CCF, PMP, PMI-ACP, DACE, ACTA
Chairman, Solaris Consortium of Management Consultancies

Charles_phua@solarisstrategies.com; charlesphua@smu.edu.sg; charlesphua@nus.edu.sg



Sectoral Competencies: Public-Private-People Organisations, International Organisations

Functional Competencies: Strategic Analysis, Strategy Development, Strategic Planning and Implementation, Partnerships. Intrapreneurship, Business Excellence, Business Transformation Strategy. Political Risk and Security Consultancy. Public Policy and International Affairs Training. Process Facilitation, Design Thinking, Education, Sustainability.

Area Competencies: US, China, ASEAN, Singapore.

Academic Qualifications:

DBA in Entrepreneurship and Transformation, Switzerland – (slated end 2020/2021)

Adjunct Faculty, SMU (Smart Cities Incubator and Social Technopreneurship), University of St Gallen Business School (Business Innovation), Chiangmai University School of Public Policy, National University of Singapore (Social-Tech Incubator), Nanyang Technological University (Policy Incubator)

Assistant Editor, Comparative Public Policy Series, Cambridge University Press– 2014 – 2018

Editor-in-Chief, Asian Journal of Public Affairs (AJPA) - Aug 2014 – Apr 2017

PhD in Public Policy, Lee Kuan Yew School of Public Policy - 2019

Rare PhD with National Institute of Education Postgrad Diploma, national licenses for adult trainer (ACTA) and curriculum development (DACE) for WSQ-subsidised course

Fulbright US-ASEAN Fellow at Brookings Institution (Washington DC)

Resident Fellow at Columbia and Johns Hopkins Universities

Non-resident Senior Fellow, East-West Institute (New York)

LLB - 2021

Masters of Professional Accounting - 2020

Masters (Research) with Merit in International Relations, London School of Economics - 2006

13 essay awards (including first prize Chief of Defence Force essay competition) and 45 (including 4 commissioned/forthcoming) publications.

Selected Research and Teaching Achievements and Contributions:

- 1) Adjunct Principal Research Trainer, Strategic Analysis, Research Skills, Ministry of Defence (2020 – onwards)
- 2) Adjunct Faculty, Trisector Strategy-Innovation-Entrepreneurship Incubator, Nanyang Centre for Public Administration, Nanyang Technological University, (2021 – onwards)
- 3) Adjunct Faculty, Policy Innovation and Entrepreneurship Incubator, College of Humanities and Social Sciences, Nanyang Technological University, (2021 – onwards)
- 4) Adjunct Faculty, Business Innovation Mission (ASEAN), University of St Gallen (Singapore Asia Term), (2020 – onwards)



- 5) Adjunct Faculty, Social-Tech incubator, Faculty of Arts and Social Sciences, National University of Singapore (2020 – onwards)
- 6) Adjunct Faculty, Smart Cities Incubator and Social Technopreneurship (Asia) module, School of Information Systems, SMU (2020 - onwards)
- 7) Adjunct Faculty, Chiang Mai University School of Public Policy (Apr 2018 – onwards)
- 8) **Fulbright US-ASEAN Fellow** in Washington DC with **Brookings Institution**, Centre for East Asian Policy under Director Dr Richard Bush (2017)
- 9) Resident fellowships in:
 - a) New York with Columbia School of International and Public Affairs (**SIPA**), Saltzman Institute of War and Peace Studies (SIWPS) under Prof Robert Jervis
 - b) Washington DC with Johns Hopkins University Paul Nitze School of Advanced International Studies (**SAIS**) under Prof Eliot Cohen and Director of Foreign Policy Institute Prof Carla Freeman
- 10) **Senior Fellow** (Non-Resident), East-West Institute (New York)
- 11) **WSD-Handa Non-Resident Fellow**, CSIS PacForum (Hawaii)
- 12) **Winner of Goldman Sachs Young Graduate Scholarship**, selected worldwide by Goldman Sachs International (2016-2019)
- 5) **Assistant Editor, Comparative Public Policy Series, Cambridge University Press**– (Aug 2014 – 2018)
- 6) **Immediate Past Editor-in-Chief, Asian Journal of Public Affairs (AJPA)** - (Aug 2014 – Apr 2017)
- 7) **Member of Editorial Board, POINTER: Journal of Singapore Armed Forces** – (Nov 2013 - present) only Major in board comprising mainly Colonels
- 8) Supported teaching for 13 Masters courses at Lee Kuan Yew School of Public Policy (Sep 2013 - 2017)
 - a) PP5202, Soft Power in the Asia Pacific, LKYSPP, AY14/15
 - b) PP5261, International Security, LKYSPP, AY14/15
 - c) PP5311, Globalisation and Public Policy, LKYSPP, AY14/15
 - d) PP5412, Politics and International Relations, LKYSPP, AY15/16
 - e) PP5174, International Politics: The Rules of the Games, LKYSPP, AY15/16
 - f) PP5804 Governance Study Project, Capstone Project for Master for Public Administration (MPA), LKYSPP, AY15/16
 - g) PP5803 Public Management, Core Module for Master for Public Administration (MPA), LKYSPP, AY15/16
 - h) PP5164 International Conflict Analysis and Resolution, LKYSPP, AY16/17
 - i) PP5180 Trade Policy and Global Value Chains, LKYSPP, AY15/16
 - j) PP5142 Liveable and Sustainable Cities, LKYSPP, AY16/17
 - k) PP5291 Security in Asia Pacific, LKYSPP, AY16/17
 - l) PP5193 Asian International and Strategic Thought, LKYSPP, AY16/17
 - m) PP5903 International Political Economy, LKYSPP, AY17/18
- 9) **PhD in Public Policy** at LKYSPP, NUS – (2013- 19) **First in LKYSPP** to receive **Lee Kong Chian Scholarship**, most prestigious postgraduate scholarship in NUS awarded to (up to 5) well-



rounded individuals showing exceptional promise who have an appropriate balance of intellect and character. Thesis on 'Varieties of Pragmatism in Foreign Policies of the United States, China and Singapore' submitted in Jul 2019; defended in Feb 2020 and conferred in Apr 2020.

- 10) **Head Research Trainer**, MINDEF/SAF – (2012-2017) Designed curriculum and trained strategic analysis, intelligence writing, presentation skills; East/Southeast Asian studies to Intelligence Captains (10 courses) and Majors (5 courses).
- 11) **Analyst and Senior Analyst**, SAF –Write intelligence papers on East/Southeast Asian security, including secretary to DPM for classified meeting.
- 12) **Research Assistant** at **Asia Research Centre**, London School of Economics. (Nov 2005 – Sep 2006)
- 13) 45 Publications (including 4 forthcoming), selected two forthcoming and ten published for diversity of topics and publishers:
 - a) Charles Phua Chao Rong, *Varieties of Pragmatism in Foreign Policy: Black cats and white cats*, (Q4 2020). (considered by Brookings Institution where Charles was Fulbright fellow in 2017 researching on this)
 - b) Charles Phua Chao Rong, *A Citizen's Guide to Policy Advocacy*, (Q3 2020) (for use by Singapore Model Parliament organized by MCI/Reach and Parliament)
 - c) Kris Hartley, Charles Phua Chao Rong, JJ Woo (Eds.), *Governing Cities: Asia's Urban Transformation*, (Oxon, Routledge), Q1 2020 with Foreword by Prof Tommy Koh. <https://www.routledge.com/Governing-Cities-Asias-Urban-Transformation-1st-Edition/Hartley-Kuecker-Waschak-Woo-Phua/p/book/9781138341883>
 - d) Charles Chao Rong Phua, 'Closing Essay: Towards One-ness in International Relations and Intelligence 2028', *Journal of European and American Intelligence Studies*, Vol. 1, No. 1, Jun 2018, Volume on Unheard Voices: Intelligence Approaches beyond the Conventional, pp. 319-326 <https://www.rieas.gr/images/jmbi/jeais8pages.pdf>
 - e) Charles Chao Rong Phua, 'Top Ten Things to Know About Singapore in the Twenty-First Century', *Education About Asia*, Vol. 22 No. 2, Fall 2017, pp. 62-4.
 - f) Phua Chao Rong, Charles and Inderjit Singh, 'A Proposal for Singapore Bicameralism', *Harvard Singapore Policy Journal*, 1 Dec 2015.
 - g) Phua Chao Rong, Charles, 'Value of Public Management to International Relations: Scaffolding an Inter-Disciplinary Research Agenda', *International Relations and Diplomacy*, No. 12, Dec 2015.
 - h) Phua Chao Rong, Charles, 'The Humane Age of Non-Lethal Warfare', *POINTER: Journal of the SAF*, Vol. 41 (3), 2015.
 - i) Phua Chao Rong, Charles & Calvin Seah Ser Thong, 'Learning from Mother Nature: Biomimicry for the next Generation SAF', *Australian Defence Journal*, Aug 2015.
 - j) Charles Chao Rong Phua, 'Rekindling U.S. Holistic Power in the 21st Century', *MR Letters, Military Review: The Professional Journal of the U.S. Army*, (Kansas: Fort Leavenworth, USGCSC), Vol. 88, No. 3, May-Jun, 2008, p. 123.
 - k) Irvin Lim Fang Jau & Phua Chao Rong, Charles, 'Balancing on Shifting Sand: Perspectives on Singapore's Strategic Engagements with the Major Powers in the Asia-



Pacific', *POINTER: Journal of the SAF*, Vol. 34 (2), 2008, pp. 27-43.

- l) Phua Chao Rong, Charles, Anita Hui, Yap Ching Wi, 'Interactions among youth leaders from different faiths: Realities from the ground and lessons learnt' in Lai Ah Eng (Ed.), *Religious Diversity in Singapore*, (Singapore: Institute of Southeast Asian Studies, 2008), pp. 642-667. – Collaboration with Bro. Michael Broughton, (SJI) to propose framework for interfaith youth engagement currently adopted by MCYS.
 - m) Charles Chao Rong Phua, 'From Gulf War to Global War on Terror: a distorted Sun Tzu in US strategic thinking?', *Royal United Services Institute (RUSI) Journal* (UK's oldest and renown think-tank), Vol. 152 No. 6, Dec 2007, pp. 46-53.
- 14) 13 Essay Awards including:
- a) **First Prize** for Singapore Armed Forces (SAF) Chief of Defence Force (CDF) Essay Competition 2013.
 - b) **Three-time Outstanding (top 3) award** winner in the Chief of Army essay competition (2010-2012)

Professional Qualifications:

Certified Global Business Analyst (Institute of Certified Management Accountants, Australia) – 2020

Cambridge (Sustainability Strategy) - 2020

MIT Sloan Business School (Corporate Innovation) – 2020

London Business School (Sustainable Leadership and Corporate Responsibility) - 2020

Wharton Business School (Strategic Management) – 2020

Scaled Agile SAFe Program Consultant (SPC) (SAFe) – 2020

Agile Analysis Certification, international Institute of Business Analysis (IIBA) - 2020

DevOpsLeader (DevOps Institute) -2020

Agile Certified Professional (Project Management Institute) - 2020

Singapore Workplace Safety and Health Council, Bizsafe Level 4 - 2020

Project Management Professional (Project Management Institute) – 2020

Certified Management Accountant (Institute of Certified Management Accountants, Australia) - 2020

Harvard Business School (Sustainable Business Strategy) - 2020

Diploma in Adult and Continual Education (DACE) (Institute of Adult Learning, Singapore University of Social Sciences) – 2020

SMU Academy-RIMS Enterprise Risk Management - 2019

INSEAD (Advanced Strategy for Directors) – 2019

Stanford (Sustainability Leadership and Design) – 2019

SMU Academy Advanced Certificate in Sustainability and Sustainable Business – 2019

Internationally recognized – Certified Management Consultant CMC-0132 (Institute of Management Consultants – Global) – 2019

Nationally ESG recognized – Recognised Management Consultant RMC-10203 (Institute of Management Consultants – Singapore) – 2018



Internationally recognized - Certified Competent Facilitator, CCF-2014032932 (International Institute for Facilitation) – 2018

Babson Entrepreneurship Fellow – 2018

Certified Design Thinking trainer (IDEO training arm) – 2018

Advance Certificate in Teaching and Assessment (ACTA) (Institute of Adult Learning, Singapore University of Social Sciences) - 2018

Postgraduate Diploma from National Institute of Education, Nanyang Technological University - 2017

WSQ Diploma in Security Management – 2017

Finishing up: Law LLB, second doctorate: Executive Doctorate in Business Administration focusing on Business Transformation and Entrepreneurship (Sustainability and Social Impact Strategy); Certified Fundraising Executive (CFRE), Certified Business Analysis Professional (CBAP), and Certified Change Management Professional (CCMP).

Key Awards: first Singaporean recipient of Goldman Sachs Global Leaders Award; HSBC Youth Excellence Awardee; World Economic Forum Global Shaper; CSIS Pacific-Forum Young Leader; Thai Institute of Justice Fellow; Stars 'Next Generation Leader' (co-President of Singapore alumni alongside Singapore Swiss Chamber President); Dragon 100 (for Greater Chinese young leaders); BMW Responsible Leader networks.

Key Clients/Work Done:

Sector Transformation Strategy (Agile): Workplace Wellness, Ministry of Manpower

Sector Transformation Strategy (Agile): Singapore's Public Diplomacy Master-Strategy, Singapore International Foundation

Sector Transformation Strategy: Corporate Doing Good framework Master-Strategy for City of Good operationalisation, National Volunteer and Philanthropy Centre

Sector Survey: National Movie Survey for Motion Picture Distributors Association

Sector Transformation Strategy (Agile): Co-curate (design to implementation) Youth Action Challenge, national policy and project incubator, chief coach to 39 teams (of age under 35), Ministry of Culture, Community and Youth; National Youth Council.

Sector Transformation Strategy: Social Housing Review for Kazakhstan

Sector Transformation Strategy: Singapore Model Parliament (review, redesign and implementation), Ministry of Communications and Information and Parliament.

Enterprise Risk Management and Transformation Strategy: Singapore Scout Association

Sector Transformation Facilitation (Subcon): Resident Committee Neighbourhood Committee Strategic Review thru Facilitation, People's Association

Enterprise Strategy (Business Excellence): Inland Revenue Authority of Singapore, Ministry of Communications and Information, Singapore Poly, Building and Construction Authority, Singapore Land Authority, WEC Engineering, Singapore Recreation Centre, APS, Amorepacific, Stamford Travel, Ministry of Health, Ministry of Water Environment and Resources

Strategic Skills Training: Strategic Analysis for Defence Officials, Ministry of Defence



Strategic Skills Training: Smart City incubator, Singapore Management University
2017-2019: Founding strategic partnerships division director for Government Infra cluster, including curate under age 45 worldwide Young Leaders network and Smart City.
2012-2017: Founding Head Research Trainer to train Captains and Majors in strategic analysis.
2001 to 2012: assorted roles in Ministry of Defence including Honorary Aide-de-Camp to President (5 years, core team); deputy head for Singapore contingent in ISAF (Afghanistan); senior analyst and once Secretary to Deputy Prime Minister (classified project).

Full details are attached below: (A) Publications; (B) Consulting



Annex A

45 Publications (including forthcoming):

- 1) Charles Phua Chao Rong, *Corporate Sustainability Strategy*, (Q2 2021).
- 2) Charles Phua Chao Rong and George Wong, *The Art of Public Service: Wisdom and Reflections from Pioneer Public Servants*, (Q4 2020). (Project advisor: Mr JY Pillay)
- 3) Charles Phua Chao Rong, *Varieties of Pragmatism in Foreign Policy: Black cats and white cats*, (Q4 2020). (considered by Brookings Institution Press where Charles was Fulbright fellow in 2017 researching on this)
- 4) Charles Phua Chao Rong, *A Citizen's Guide to Policy Advocacy*, (Q3 2020) (for use by Singapore Model Parliament organized by MCI/Reach and Parliament)
- 5) Kris Hartley, Charles Phua Chao Rong, JJ Woo (Eds.), *Governing Cities: Asia's Urban Transformation*, (Oxon, Routledge), Q1 2020 with Foreword by Prof Tommy Koh. <https://www.routledge.com/Governing-Cities-Asias-Urban-Transformation-1st-Edition/Hartley-Kuecker-Waschak-Woo-Phua/p/book/9781138341883>
- 6) Charles Chao Rong, 'Ideology of Pragmatism: Singapore's domestic policy', in Kris Hartley, Charles Phua Chao Rong, JJ Woo (Eds.), *Governing Cities: Asia's Urban Transformation*, (Oxon, Routledge), 2020, pp. 64-80.
- 7) Charles Chao Rong Phua, 'Closing Essay: Towards One-ness in International Relations and Intelligence 2028', *Journal of European and American Intelligence Studies*, Vol. 1, No. 1, Jun 2018, Volume on Unheard Voices: Intelligence Approaches beyond the Conventional, pp. 319-326 <https://www.rieas.gr/images/jmbi/jeais8pages.pdf>
- 8) Charles Chao Rong Phua, 'Top Ten Things to Know About Singapore in the Twenty-First Century', *Education About Asia*, Vol. 22 No. 2, Fall 2017, pp. 62-4.
- 9) Charles Phua Chao Rong, 'Duality means both can be right: Kishore Mahbubani and Bilahari Kausikan's foreign policy debate', Opinion, *The New Paper*, 12 Jul 2017. <http://www.tnp.sg/news/views/duality-means-both-can-be-right>
- 10) Phua Chao Rong, Charles, 'Pragmatism in China's Foreign Policy: Operationalising Pragmatism in International Relations', Working Paper for the 13th Annual East Asia Security Symposium and Conference, Jan 2017.
- 11) Phua Chao Rong, Charles, 'Youth Think Beyond SG50 Towards SG100', *The New Paper*, 27 Nov 2016. <http://www.tnp.sg/news/singapore/youth-think-beyond-sg50-towards-sg100>
- 12) Phua Chao Rong, Charles, Review of Kadir Mohamed, *Malaysia Singapore Fifty Years of Contention 1965-2015* (Kuala Lumpur: The Other Press), 2015. *International Institute of Asian Studies The Newsletter* (Newsbook.Asia), Oct 2016. <https://newbooks.asia/review/fifty-years-contention>
- 13) Phua Chao Rong, Charles, 'Onward to SG100 with a Shot of Youth Power', Opinion, *Straits Times*, 13 May 2016. <http://www.straitstimes.com/opinion/onward-to-sg100-with-a-shot-of-youth-power>
- 14) MAJ Phua Chao Rong, Charles, 'Securing Singapore @SG50', Review of Barry Desker and Ang Cheng Guan (Eds.), *Perspectives on the Security of Singapore* (Singapore: World Scientific), 2015, *POINTER: Journal of the SAF*, Vol 41 (4), 2016.
- 15) Phua Chao Rong, Charles & Calvin Seah Ser Thong, 'Learning from Mother Nature:



- Biomimicry for the next Generation SAF', PRISM: National Defense University, 1Q 2016. (Republished).
- 16) Phua Chao Rong, Charles, 'China and International Society: Adaptation and Self-Consciousness', Review of Zhao Jinjun and Chen Zhirui (Eds.), *China and the International Society*. (Singapore: World Scientific), 2015. *International Affairs*, Vol. 92, Issue 1, Jan 2016, pp. 199-201. <https://academic.oup.com/ia/article-abstract/92/1/199/2199965>
 - 17) Phua Chao Rong, Charles, 'Punching Above Weight: Singapore in the United Nations'. Review of Tommy Koh, Chang Li Lin and Joanna Koh (Eds.), *50 Years of Singapore and United Nations*. (Singapore: World Scientific), 2015. *Global-is-Asian*, Jan 2016.
 - 18) Phua Chao Rong, Charles and Inderjit Singh, 'A Proposal for Singapore Bicameralism', Singapore Policy Journal, 1 Dec 2015. <http://singaporepolicyjournal.com/2015/12/01/a-proposal-for-singapore-bicameralism/>
 - 19) Phua Chao Rong, Charles, 'Value of Public Management to International Relations: Scaffolding an Inter-Disciplinary Research Agenda', *International Relations and Diplomacy*, No. 12, Dec 2015.
 - 20) Phua Chao Rong, Charles and Inderjit Singh, 'Time for two Houses of Parliament?', Opinion, Straits Times, 1 Dec 2015. http://www.straitstimes.com/opinion/time-for-two-houses-of-parliament?&utm_source=facebook&utm_medium=social-media&utm_campaign=addtoany <http://themiddleground.sg/2015/12/17/upper-house-house-government-bodies/> <http://www.six-six.com/article/two-houses-and-the-politics-of-power-parliament-singapore%E2%80%8E> <http://mothership.sg/2015/12/time-for-two-houses-of-parliament-ex-pap-mp-inderjit-singh-vs-wps-daniel-goh/>
 - 21) MAJ Phua Chao Rong, Charles, 'The Humane Age of Non-Lethal Warfare', *POINTER: Journal of the SAF*, Vol. 41 (3), 2015. http://www.mindef.gov.sg/content/dam/imindef_media_library/graphics/pointer/PDF/2015/Vol.41%20No.3/The%20Humane%20Age%20of%20Non-Lethal%20Warfare.pdf
 - 22) Phua Chao Rong, Charles & Calvin Seah Ser Thong, 'Learning from Mother Nature: Biomimicry for the next Generation SAF', Australian Defence Journal, Aug 2015 (Republished). http://www.adfjournal.adc.edu.au/UserFiles/issues/197%202015%20Jul_Aug.pdf
 - 23) Phua Chao Rong, Charles, 'George Yong Boon Yeo: Asia's Matteo Ricci.' Review of *George Yeo on Bonsai, Banyan and the Tao*. Edited by Asad-ul Iqbal Latif and Lee Huay Leng. (Singapore: World Scientific), 2015. *Global-is-Asian*, Aug 2015. <http://global-is-asian.nus.edu.sg/index.php/book-review-george-yong-boon-yeo-asias-matteo-ricci/>
 - 24) Phua Chao Rong, Charles, 'Understanding the Brunei 'Welfare Monarchy': Past, Present, Prospects', Review of Marie-Sybille de Vienne, *Brunei: From the Age of Commerce to the 21st Century*, (Singapore: NUS Press), 2015, *Asian Journal of Public Affairs*, Vol. 8, Issue 2, 2015.
 - 25) Phua Chao Rong, Charles, 'Eurasia: Re-Focusing Eurasia as the Centre of the World', Review of Ooi Kee Beng, *The Eurasian Core and its Edges: Dialogues with Wang Gungwu on the History of the World*, (Singapore: ISEAS), 2015, *Asian Journal of Public Affairs*, Vol.



- 8, Issue 1, 2015.
- 26) Phua Chao Rong, Charles, 'Look Backwards to Move Forward: A Historical Approach to Understand Modern China.' Review of Wang Gungwu, *Another China Cycle: Committing to Reform*, (Singapore: World Scientific Press), 2014, *Global-is-Asian*, 2015.
- 27) MAJ Phua Chao Rong, Charles & ME5 Calvin Seah Ser Thong, 'Learning from Mother Nature: Biomimicry for the next Generation SAF', *POINTER: Journal of the SAF*, Vol. 41 (1), 2015.
<http://www.mindef.gov.sg/imindef/publications/pointer/journals/2015/v41n1/feature1.html>
- 28) MAJ Phua Chao Rong, Charles, Vision of 'One-Ness': Insights on International Relations by an Honest and Pragmatic Visionary. Review of Kishore Mahbubani, *The Great Convergence: Asia, the West and the Logic of One World*, (New York: Public Affairs), 2013, pp315, *POINTER: Journal of the SAF*, Vol. 40 (4), 2014
- 29) Phua Chao Rong, Charles, 'The Clash of Civilisations (and Nation-States): 150 years of the China Misfit in the Westphalian Order.' Review of Wang Gungwu, *Renewal: The Chinese State and the New Global History*, (Hong Kong: The Chinese University Press), 2013. *Global-is-Asian*, Issue 20, Feb-May 2014, p. 10.
http://issuu.com/nuslkyschool/docs/gia_20_high_res
- 30) MAJ Phua Chao Rong, Charles, 'What would Sun Zi say of our Army and SAF?', *POINTER: Journal of the SAF*, Vol. 39 (4), 2013.
- 31) CPT Phua Chao Rong, Charles, 'Transformers of Our 3rd Generation SAF', *POINTER: Journal of the SAF*, Vol. 38 (1), 2012.
- 32) CPT Phua Chao Rong, Charles, 'The Balanced Scorecard for ONE SAF', Book Review of Paul Niven, *Balanced Scorecard for Government and Nonprofit Agencies*, (New Jersey: John Wiley & Sons Inc, 2008), 2nd Edition, 365 pages, *POINTER: Journal of the SAF*, Vol. 36 (2), 2010, pp. 55-59.
- 33) CPT Phua Chao Rong, Charles, 'An Inquiry on the Indirect Approach', Viewpoint, *POINTER: Journal of the SAF*, Vol. 36 (1), 2010, pp. 58-60.
- 34) Perseverance to excel (Journey from last class 2E12 to jump to first class 3A1, and continue to do well and contribute to society through leadership and community service) featured as outstanding alumni alongside President Dr Tony Tan, Deputy Prime Minister Teo Chee Hean, former Ministers George Yeo and Mah Bow Tan in Warren Fernandez, *Men for Others: A portrait of the Josephian over the years*, Straits Times Press: Singapore, 2009, p. 66, featured in
<http://www.sji.edu.sg/qql/slot/u560/News%20and%20Events/SJI%20Publications/Men%20for%20Others/men-for-others-preview.pdf>
- 35) CPT Phua Chao Rong, Charles, 'The New Asian Hemisphere: Pragmatic Singaporean, Pragmatic Future World Order', Book Review of Kishore Mahbubani, *The New Asian Hemisphere: The Irresistible Shift of Global Power to the East*, (New York: Public Affairs, 2008), *POINTER: Journal of the SAF*, Vol. 34 (3), 2008, pp. 85-89.
- 36) LTC Irvin Lim Fang Jau & CPT Phua Chao Rong, Charles, 'Balancing on Shifting Sand: Perspectives on Singapore's Strategic Engagements with the Major Powers in the Asia-



- Pacific', *POINTER: Journal of the SAF*, Vol. 34 (2), 2008, pp. 27-43. <http://www.mindef.gov.sg/imindef/publications/pointer/journals/2008/v34n2.html>
- 37) Phua Chao Rong, Charles, Anita Hui, Yap Ching Wi, 'Interactions among youth leaders from different faiths: Realities from the ground and lessons learnt' in Lai Ah Eng (Ed.), *Religious Diversity in Singapore*, (Singapore: Institute of Southeast Asian Studies, 2008), pp. 642-667. – Collaboration with Bro. Michael Broughton, (SJI) to propose framework for interfaith youth engagement currently adopted by MCYS. <https://bookshop.iseas.edu.sg/publication/1193>
- 38) Captain Charles Chao Rong Phua, 'Rekindling U.S. Holistic Power in the 21st Century', MR Letters, *Military Review: The Professional Journal of the U.S. Army*, (Kansas: Fort Leavenworth, USGCSC), Vol. 88, No. 3, May-Jun, 2008, p. 123. <https://www.questia.com/library/journal/1P3-1496115271/mr-letters>
- 39) CPT Phua Chao Rong, Charles, 'Singapore's Ideational Stewardship in Maritime Security Cooperation', Viewpoint, *POINTER: Journal of the SAF*, Vol. 33 (4), 2008, pp. 85-87.
- 40) Charles Chao Rong Phua, 'From Gulf War to Global War on Terror: a distorted Sun Tzu in US strategic thinking?', *Royal United Services Institute (RUSI) Journal* (UK's oldest and renown think-tank), Vol. 152 No. 6, Dec 2007, pp. 46-53. http://www.rusi.org/go.php?structureID=issues_journal&ref=A476686FF71AE9
- 41) CPT Phua Chao Rong, Charles, 'Colonel John Boyd – The Man, His Contributions and Some Reflections for 'Personnel' Transformation', Book Review of Coram, R., *Boyd: The Fighter Pilot who changed the Art of War*, (New York: Back Bay Books, 2002) & Hammond, G. T., *The Mind of War: John Boyd and American Security*, (Washington: Smithsonian Books, 2001), *POINTER: Journal of the Singapore Armed Forces (SAF)*, Vol. 33 (3), 2007, pp. 109-113.
- 42) CPT Phua Chao Rong, Charles, 'Training and Communities in Third Generation Transformation', Viewpoint, *POINTER: Journal of the SAF*, Vol. 33 (2), 2007, pp. 77-79.
- 43) LTA Phua Chao Rong, Charles, 'Post 9/11 Possibilities in Maritime Security Cooperation Against Terrorism in South China Sea', Viewpoint, *POINTER: Journal of the SAF*, Vol. 32 (4), 2006, pp. 81-83.
- 44) LTA Phua Chao Rong, Charles, 'Wars of the Future' A book review of Colin S. Gray, *Another Bloody Century: Future Warfare*, (London: Weidenfeld & Nicholson, 2005) & Christopher Coker, *The Future of War: The Re-enchantment of War in the 21st century*, (Oxford: Blackwell, 2004), *POINTER: Journal of the SAF*, Vol. 32 (2), 2006.
- 45) Phua Chao Rong, 'The Influence of Christianity on Bing Xin's (1900-1999) Works', in Martin Perry & Pauline Lee (Eds.) *HSSRP (Humanities & Social Sciences Research Programme) 1999-2000: Collection of Project Papers*, (Singapore: MOE Gifted Education Branch & NUS Faculty of Arts & Social Sciences), April 2000, pp. 51-53.



Annex B

Project Management Experience:

Role: Appointed to co-curate the Spark the Next: **Singapore Youth Action Plan/Challenge** for MCCY, a nationwide youth outreach, national policy and project incubator, supporting DPM's Singapore Together movement. As chief coach, trained and curated problem setting, problem analysis, idea generation for 39 teams (of under 35 youths comprising young working adults, University, Poly, ITE and JC student) for three tracks: social, environment, economic. First time policy recommendations from youths are curated. This will entail fusion of public policy strategy and facilitation to co-create with youths' useful strategies for government to consider.¹ - Apr 2019 to Feb 2020

Reference: Tay Choon Hong, Deputy Chief Executive, National Youth Council and Senior Director, Youth Division, MCCY, tay_choon_hong@mccy.gov.sg

Role: Drafted Master-strategy for Company of Good version 2 in support of City of Good operationalisation plan. For NVPC, intended for MCCY HQ. - Nov 2019 to Feb 2020

Reference: Melissa Kwee, Chief Executive, National Volunteer and Philanthropy Centre (NVPC), melissa@nvpc.org.sg

Role: Organising Chairman of SG100: En mass facilitation and focus group discussion involving 2000 youths (under age 35) and 4 Ministers (Ministers Heng Swee Keat, Chan Chun Sing, Grace Fu and Ong Ye Kung). Both SG100 Dream Future (envisioning) and Think Future (Policy Recommendations) were covered by Channel News Asia and Straits Times. SGD200,000 sponsored nonprofit project partners include: National Youth Council, Young NTUC and National Youth Achievement Award Council. SG100 reports were submitted to Cabinet through the Ministers. – Sep 2014 to Dec 2016

Reference:

James Soh, National Youth Achievement Award Council, Jamesnksoh@nyaa.org

Desmond Choo, then Director, Young NTUC, Desmondchoo@ntuc.org.sg

Role: Youngest Scout Council Member appointed and later elected to lead in Enterprise Risk Management and Transformation efforts for entire Scout movement. Led to increase in community scouting in Marsiling launched by President in Aug 2018. Now leading the Future-Ready Transformation efforts. – June 2017 to date

Reference: Tan Tee How, former Permanent Secretary, current President of Singapore Scout Association, Teehow.tan@chipengseng.com.sg

¹ https://www.straitstimes.com/singapore/young-people-can-suggest-policy-changes-or-champion-initiatives-through-government?utm_source=STSmartphone&utm_medium=share&utm_term=2020-01-18+19%3A26%3A07



Role: Appointed Chief Judge for Singapore Model Cabinet (2015-2017) by People's Association and REACH, under guidance from Prime Minister's Office Communications Group. Appointed Co Organising Chairman for Singapore Model Parliament (SMP) to redesign model parliament processes into more consultative and facilitative focus group discussions. SMP is now a national annual event organized by REACH under guidance from PMO Comms Group. Solaris is on direct appointment to design and execute SMP on long term basis.

Reference: Aaron Lye, former Covering Director, REACH, Aaron_lye@wsg.gov.sg

Tanya Fong, Director, REACH, Tanya_Fong@mci.gov.sg

Facilitation Experience:

Role: Lead Facilitator for People's Association Resident Committee Neighbourhood Committee (RCNC) 4020, leading focus group discussions in 16 GRCs involving grassroots leader to curate vision and recommendations for RCNC. Result was combined Resident Network announced by PM in Jul 2018. – (Mar to Jun 2018)

Reference: Andre Oei, Director, RC & NC Division, People's Association, Andre_Oei@pa.gov.sg

Loo Fei Shien, Deputy Director, RC & NC Division, People's Association, Loo_Fey_Shien@pa.gov.sg

Assorted facilitation projects with: NTUC U Associates, Singapore Scouts Association, Singapore Institute of Management, Beyond Social Service, Asian Student Leadership Conference, World Cities Summit (Ministry of National Development). See attached references.

Business Excellence Experience (focusing on group strategy):

Inland Revenue Authority of Singapore, Ministry of Communications and Information, Singapore Poly, Building and Construction Authority, Singapore Land Authority, WEC Engineering, Singapore Recreation Centre, APS, Amorepacific, Stamford Travel, Ministry of Health, Ministry of Water Environment and Resources

Reference: Patrick Lim, Director, Business and Service Excellence, Enterprise Singapore, Patrick_Lim@enterprisesg.gov.sg

Non-Profit Experience:

Charles' 18-year non-profit leadership record from London to Singapore included spearheading eight civic society start-ups, being the first Singaporean to run Commonwealth Youth Forum in Malta (2005), spearheading inaugural international Youth Olympics community song album, two MINDEF-wide charity carnivals involving 4,000 and raising \$61,000, Global Social Innovators Forum, and recently the nation-wide SG100 (self-raised \$200,000 sponsorship from public-private-people sectors) for Singapore's youths to discuss vision and policy recommendations for SG100 nation-building (a conduit between



Government Ministers and youth leaders), as President of Association for Public Affairs. He was invited by government as Chief Judge and later co-organiser of Singapore Model Cabinet and Parliament since 2015. He also served as a SPRING's Business Excellence assessor offering advice on strategic planning and organisational excellence to heads of public and private organisations. Charles is the youngest Singapore Scout Council member helping the enterprise risk management and transformation, co-President of stars (next generation leaders) Singapore alumni, Vice-Chair of Goodenough College Alumni Singapore, and founding chair for Global League of Intrapreneurs (Singapore chapter).

The first Singaporean recipient of Goldman Sachs Global Leaders Award and HSBC Youth Excellence Awardee, Charles consistently excelled internationally to be named World Economic Forum Global Shaper, CSIS Pacific-Forum Young Leader, Thai Institute of Justice Fellow, and inducted into Stars 'Next Generation Leader', Dragon 100 (for Greater Chinese young leaders) and BMW Responsible Leader networks.

Employment History:

Division Head/Director, Ministry of National Development: Set up partnership division as its founding head, covering infrastructural diplomacy and external affairs for Ministry of National Development. This involve mass engagement of 70 staff to design new ops processes, and partnership strategies. Designed and executed World Cities Summit Young Leaders Symposium 2018 for leaders under age 45. – Mar 2017 to Jan 2019

Reference: Khoo Teng Chye, MSM, Executive Director, Centre for Liveable Cities, Ministry of National Development, Khoo_teng_chye@mnd.gov.sg

Head Research Trainer, Ministry of Defence: Set up research training wing as its founding head, covering design, curriculum design and teaching of research skills and geopolitical affairs to 200 captains (over 10 courses) and 70 majors (over 5 courses). Later, took on additional manpower, training and capability development for MINDEF Research community. – Jan 2012 to Mar 2017

Reference: Colonel (Retired) James Lim Chong Beng, Group Head, Ministry of Defence, jlim30@gmail.com

Assorted roles in Ministry of Defence from Jan 2001.

Reference: Tan Meng Dui, former Director Military Intelligence, Singapore Armed Forces, Former Deputy Secretary, Ministry of National Development and current Chief Executive, National Environment Agency, Tan_meng_dui@nea.gov.sg