



University of Chicago Graduate School of Business

University of Chicago Graduate School of Business Founded in 1898, this is the second-oldest business school in the United States. The Singapore campus was set up in 2000 and offers an Executive Master in Business Administration Programme. It is housed within the late-19th-century HOUSE OF TAN YEOK NEE—once a traditional residence of a wealthy Chinese merchant, meticulously restored and renovated with modern facilities, and gazetted as a national monument.

University of Malaya The University of Malaya was formed in 1949 by the merger of the KING EDWARD VII COLLEGE OF MEDICINE and RAFFLES COLLEGE. The first chancellor was MALCOLM MACDONALD, the former governor-general of Malaya, Singapore and British Borneo. In 1959, two autonomous divisions were set up, one in Kuala Lumpur and one in Singapore. On January 1, 1962, the two divisions became separate, autonomous national universities. The university in Singapore was renamed the UNIVERSITY OF SINGAPORE while the one in Kuala Lumpur kept the name University of Malaya. In 1979, the Dainton report recommended that Singapore should have one strong university. The next year, the University of Singapore merged with NANYANG UNIVERSITY to become the NATIONAL UNIVERSITY OF SINGAPORE.

upgrading Improvement works to rejuvenate public housing facilities and related infrastructure. The Estate Renewal Strategy was devised to upgrade mature HOUSING & DEVELOPMENT BOARD towns, built in the 1970s and 1980s, making them as well-equipped as the newer towns. This huge undertaking, lasting several years for each mature town, can be broken down into smaller components, namely: the Selective En-bloc Redevelopment Scheme (SERS), Main Upgrading Programme (MUP) and Interim Upgrading Programme (IUP).

SERS entails the complete redevelopment of entire precincts. Old blocks are demolished, making way for new homes. Affected homeowners are compensated and resettled in flats in the same neighbourhood. The MUP involves the enhancement of precincts older than 18 years, without demolition. Residents can

expect larger flats, better lifts, better façades, and landscaping. To cater for precincts that are not as old, but still require upgrading, the IUP was conceived. Precincts that are 10–17 years old may undergo IUP. This is usually limited to the upgrading of lifts under the Lift Upgrading Programme. Precincts that have undergone IUP are still eligible for MUP when they reach maturity.

Though upgrading is subsidized by the government, residents bear part of the cost. Consequently, they have a say, by way of a poll, in whether or not their blocks undergo upgrading. However, the potential gains outweigh the initial costs as the market value of flats increases significantly after upgrading.

Another objective of upgrading is to ensure that community ties that have been established over the years are maintained. As the refurbished, modern environment meets the expectations of the grown-up children of homeowners, they are more likely to be encouraged to purchase their own flats within the neighbourhood.

Upgrading is not limited to public housing. Facilities such as retail spaces, HAWKER CENTRES, schools and sports complexes also undergo upgrading. The upgrading of housing estates has been linked to how constituencies have voted during the elections.

urban planning See box.

Urban Redevelopment Authority Statutory board. The Urban Redevelopment Authority (URA) is an autonomous body, responsible for land planning and development control. It was created in 1974 to take over the functions of the Urban Renewal Department of the HOUSING & DEVELOPMENT BOARD (HDB). The Urban Renewal Department had been formed in 1967 to carry out a comprehensive plan to revamp the central area.

In 1989, the URA was made the country's national conservation and central-planning authority. It acts as a co-ordinator for redevelopment plans, integrating the development of transport into these plans, and implements policies arising from laws on land-use.

See also URBAN PLANNING.

Utusan Melayu Newspaper. Two newspapers have borne this name. The first, a Malay-language newspaper launched on 7 November 1907, is not to be confused with the paper of the same name launched in 1939. The first editor of *Utusan Melayu* (Malay Mail), the Malay-language version of the SINGAPORE FREE PRESS, was MOHAMMED EUNOS ABDULLAH, the 'father of Malay journalism'. This was the first major national Malay newspaper and was circulated throughout the Malay States and the Straits Settlements. With urban Malay readers its target audience, the paper

concentrated on issues relevant to Malays, such as education, and provided a platform for Malay associations to air their views. *Utusan* was printed in Jawi (modified Arabic script), with a page in Roman script for the benefit of its PERANAKAN readers. The four-page newspaper was published three times a week, becoming a daily in 1915. However, due to financial difficulties, it closed down in 1922.

The second *Utusan Melayu* was launched in Singapore in 1939. It played an important role in the history of Malay journalism and politics in the Malay peninsula. It helped shape the intellectual development of Malay nationalists who were later to provide political leadership in Malaya's road towards independence from the British.

The paper was published by a group of Malay journalists, to counter the Arab-controlled press at the time. Founding members such as YUSOF ISHAK, who later became the first president of Singapore, raised funding from ordinary Malays as well as from the Malay elite to establish the paper. *Utusan* prided itself in being an enterprise produced wholly by and for Malays. Its first editor was Abdul Rahim Kajai (see MALAY LITERATURE). Many other journalists, literary figures and politicians, such as SAMAD ISMAIL, Usman Awang and Ishak Haji Muhammad (Pak Sako), worked for *Utusan*. A Sunday edition, *Utusan Zaman*, was also published in 1939.

After Malaya was granted independence in 1957, the paper moved to Kuala Lumpur in 1958. In 1961, SAID ZAHARI, its chief editor, resisted take-over attempts by the United Malays National Organisation (UMNO), the leading Malay political party in Malaysia. However, a 93-day strike failed to stop the take-over, and the company became an asset of UMNO. Kumpulan Utusan was incorporated as a public limited company in 1967 and its name changed to Utusan Melayu (Malaysia) Berhad. A new Roman-script newspaper, *Utusan Malaysia*, was launched the same year. *Utusan Melayu* and *Utusan Zaman* continued to be published in Jawi. Due to continuing financial losses and declines in readership, *Utusan Melayu* ceased to be a daily, and in 2003, it became a weekly Jawi newspaper, *Utusan Melayu Mingguan*.



Utusan Melayu: 1940 issue.

Upgrading: HDB housing estate at Bukit Batok (left); sign at Bukit Merah.

