

A map of Southeast Asia with Singapore highlighted as a central hub. Red lines radiate from Singapore to various regional cities, including Yangon (Rangoon), Bangkok, Krung Thep (Bangkok), Hanoi, Ho Chi Minh City, Jakarta, and Bandar Seri Begawan. The map also shows the Indian Ocean, Andaman and Nicobar Islands, and parts of India, China, and Brunei.

breaking boundaries
creating connections



breaking boundaries creating connections

Today's economic and political realities dictate that the world is indeed the real playing field. As a key contributor to the manpower development of the nation, Temasek Polytechnic is deeply aware of the critical need for it to understand and engage this phenomenon. Within and outside our domestic domain, we break boundaries, build bridges and create new connections, linking us all in an ever-tightening web of learning and growth. At the same time we continue to expand our individual and collective experiences and accomplishments.

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mission

To prepare school-leavers and working adults for a future of dynamic change, with relevant knowledge, life-long skills, character, and a thirst for continuous improvement.

vision

To be a world class institution in the global education network, reputed for our programmes, applied research, managerial excellence and innovative corporate culture.

we have

passion





inspiration



diversity



drive



vision



chairman's message

When TP was established in April 1990, the imperative was to bring polytechnic education to the next plane. TP did so not by doing more of the same but by breaking new ground. For example, it offered design education at the polytechnic level for the first time. TP has since continued to not only offer industry driven courses, but with delivery methods that develop in students values and skills that would make them more agile and resourceful.

In this connection, I am pleased to note that TP was recognised for its innovation with the award of The Enterprise Challenge Shield in November 2003 by the Prime Minister's Office for its contribution in developing a Problem-Based Learning model.

Teaching and learning approaches that help students meet the challenges of a globalised economy are all the more important today as economic reforms and growth in the region as well as in China and India have unleashed vast opportunities in international businesses, investment and employment. Singaporeans, especially the younger lot, should seize these cross-border opportunities. They should be prepared to travel or relocate overseas to gain first-hand experience of the working and living environment, culture and business practices in these markets.

To prepare its students to enter a new-generation workforce that transcends borders, Temasek Polytechnic has consciously focused on growing its network of connections. The aim is to expand the scope of strategic collaborations and enable yet more students to be sent abroad for industrial attachments and educational trips to widen their exposure and instill in them an international outlook and mindset. Likewise our teaching staff can gain from working with partners in the network.



In an increasingly boundaryless world, new business models and market opportunities have emerged for many sectors, including education. To take advantage of these opportunities to grow the education sector, the latter should continue to be internationalised. To this end, educational institutions in Singapore need to collaborate and share resources and expertise; cultivate strategic partnerships and linkages with internationally renowned institutions to gain market access; constantly innovate and refresh our education content to meet consumer needs; and to uphold quality delivery to maintain market leadership.

Exciting times are ahead. As TP commemorates its 15th Anniversary in the coming year, my Board members and I are confident that the pioneering spirit in TP will continue. I would like to thank our industry partners for their support and commend the Polytechnic's staff for their commitment and dedication.

Liew Mun Leong
Chairman
Board of Governors

In an increasingly boundaryless world, new business models and market opportunities have emerged for many sectors, including education. To take advantage of these opportunities to grow the education sector, the latter should continue to be internationalised.



principal & CEO's message

Every review affords an opportunity for reflection about the past and contemplation about the future. What has the past taught us and what hopes do we hold for the future? In a word, it is all about change - enabling and engaging change and its concomitant uncertainty and unpredictability.



A single event comes to mind in retrospection, and that is the SARS crisis. It was sudden, disruptive and preoccupied much of our time and mind. In the midst of it all, the challenge was to overcome the sense of fear and go about our business as usual. To borrow the words of Nietzsche, a philosopher, "what doesn't kill us makes us stronger". SARS became a rallying point both nationally and organisationally. The SARS episode has driven home the point on life's unpredictability and yet brought about a galvanising effect on the organisation. I am grateful to all TP staff for pulling together during the difficult period, taking on additional duties and responsibilities in combating SARS apart from their business as usual responsibilities.

At Temasek Polytechnic, we recognise that business as usual cannot be as usual. We have to constantly improve and do better and better and at the same time, be engaged in a process of purposeful renewal. In concurrently operating in a 'business as usual' and 'business transformation' mode, our primary focus will be on enhancing student experiences, enhancing graduates employability and enhancing our intellectual and human capital. Our endeavour is to create a responsive, challenging and supportive environment for engaged and purposeful learning, one that will stir up a spirit of innovation and enterprise and a passion for excellence.

TP will continue to strengthen our external partnerships, both local and international, to create synergy and leverage resources. More opportunities will be created for staff and students to be sent abroad to gain first hand exposure of the developments unfolding around us.

As we soldier and sojourn on, we have to brace ourselves to expect the unexpected. TP will continue to strengthen our external partnerships, both local and international, to create synergy and leverage resources. More opportunities will be created for staff and students to be sent abroad to gain first hand exposure of the developments unfolding around us. Increased interaction with the communities that we serve will ensure that TP remain relevant with the changing times.

On the achievement front, I am glad to report that our staff and students have done us proud with their fair share of awards, medals and prizes in their fields of discipline in both local and international competitions. We applaud not just those who emerged victorious, but also those who persevere and give of their best in fighting the good fight.

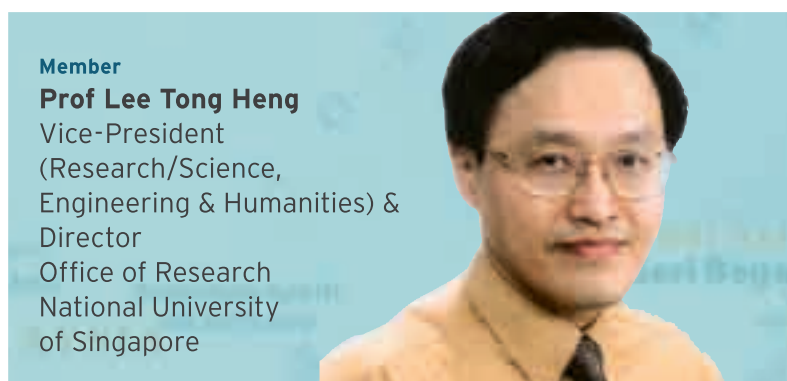
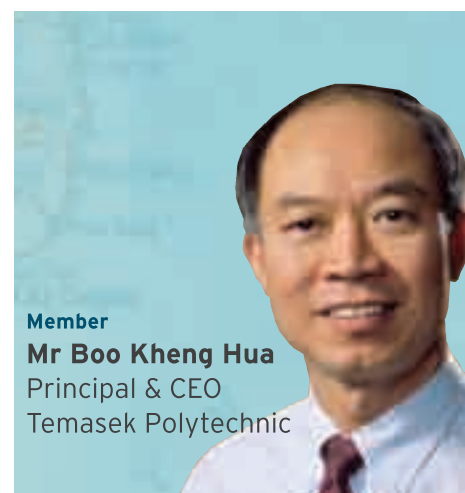
A special word of thanks goes to Mr Liew Mun Leong, Chairman of TP Board of Governors, members of the Board of Governors and School Advisory Committees, and industry partners for their contribution, guidance and support. I would also like to thank our colleagues for their commitment, dedication and hard work in seeing us through an enriching year.



Boo Kheng Hua
Principal & CEO



board of governors



Member

Mr Zulkifli Baharudin
Managing Director
Van Esch Intra
Asia Pte Ltd



Member

BG Loh Wai Keong
Commander
3rd Division
Ministry of Defence



Member

Miss Sum Chee Wah
Director
Education Programmes Division
Ministry of Education



Member

Ms Su Yeang
Chief Executive Officer
Citigate Su Yeang
Design Pte Ltd



Member

Dr Toh See Kiat
Chairman
Goodwins Law
Corporation



Member

Dr Loh Wah Sing
Director
(Business Development)
Institute of High
Performance Computing &
Deputy Executive Director
(Industry)
Institute of Chemical &
Engineering Sciences



Member

Mdm Yeoh Chee Yan
Deputy Secretary (Development)
Public Service Division &
Chief Executive Officer
Civil Service College



Member

Mr Chan Tee Seng
Assistant General Manager
NTUC Income



Member

Mr Saw Ken Wye
General Manager
Communications Sector
(APAC, Greater China,
Japan)
Microsoft Operations
Pte Ltd





senior management

Mr Boo Kheng Hua

Principal & CEO

Mr Ang Keng Loo

Deputy Principal

Mr Edmond Khoo

Deputy Principal and

Director

Interdisciplinary & General Studies

Mrs Lily Teo

Director

Finance & Administration

Mrs Chua Seow Ying

Director

Human Resource & Staff Development

Ms Sharon Soh

Registrar and

Director

Student & Alumni Affairs

Mr Yew Bok Chin

Director

Computer & Information Systems

Mrs Esther Ong

Director

Library & Information Resources

Mrs Sally Chew

Director

International Relations & Industry Services

Mr George Yap

Director

Estates & Facilities Management Department and

Continuing Education Centre

Mr Albert Yeo

Director

Strategic & Quality Development

Mrs Soon-Ong Meng Wan

Director

Temasek Applied Science School

Mr Yeo Li Pheow

Director

Temasek Business School

Mr Moses Wong

Director

Temasek Design School

Mrs Lay-Tan Siok Lie

Director

Temasek Engineering School

Mr Tan Dek Yam

Director

Temasek Information Technology School



highlights of the year in review

17 & 19 April 2003

For the fifth year running, TP emerged champion at the Odyssey of the Mind (Singapore) national competition. The team represented Singapore at the World Finals held at the Iowa State University, USA, in May 2003, competing at the collegiate level.

27 May 2003

TP was successfully converted to the ISO9001:2000 standard for the design and delivery of its full-time diplomas.

19 - 22 June 2003

A TP student, Chua Ka Yick, won a Silver Medal in the Information Technology Software Applications category of the World Skills Competition 2003 in St Gallen, Switzerland.

1 July 2003

TP hosted the Singapore Armed Forces Day Combined Rededication Ceremony for the fifth time. One of five centres island-wide, the event at TP was held for the Bedok/Tampines area with Professor Yaacob Ibrahim as the Guest of Honour.

8 July 2003

David Leisinger of the Temasek Design School won the prestigious British Design & Art Direction 2003 Student Awards for Website Design.

22 July 2003

TP hosted a half-day Industry Networking Seminar in which more than 100 key industry leaders participated.

23 July 2003

A Memorandum of Agreement was signed with Sentosa Leisure Group to formalise the framework for the joint development of the Tourism Academy at Sentosa - the first such institution in Asia to be situated in a resort destination.

28 August 2003

For the third consecutive year since the inception of the Crowbar Awards, Temasek Design School emerged as the unrivalled winner, taking the Best of Show in three out of four major categories.

17 September 2003

TP hosted a visit by Minister of State for Education, Mr Chan Soo Sen and Second Permanent Secretary, Ministry of Education, Mr Lim Chuan Poh.

7 October 2003

For its well-received staff wellness programmes, TP was again presented the Singapore H.E.A.L.T.H. Award (Silver) for the fifth consecutive year from the Health Promotion Board.

10 October 2003

TP was one of five organisations which received the StaR Award from SPRING Singapore for significant contributions to the development and promotion of standards and its related activities.

1 November 2003

TP was the only educational institution to receive the SHARE Platinum Award & Five-Year Outstanding Share Award from the Community Chest of Singapore.

13 November 2003

TP was awarded The Enterprise Challenge Shield for its Educational Innovation in developing a Problem Based Learning Model.

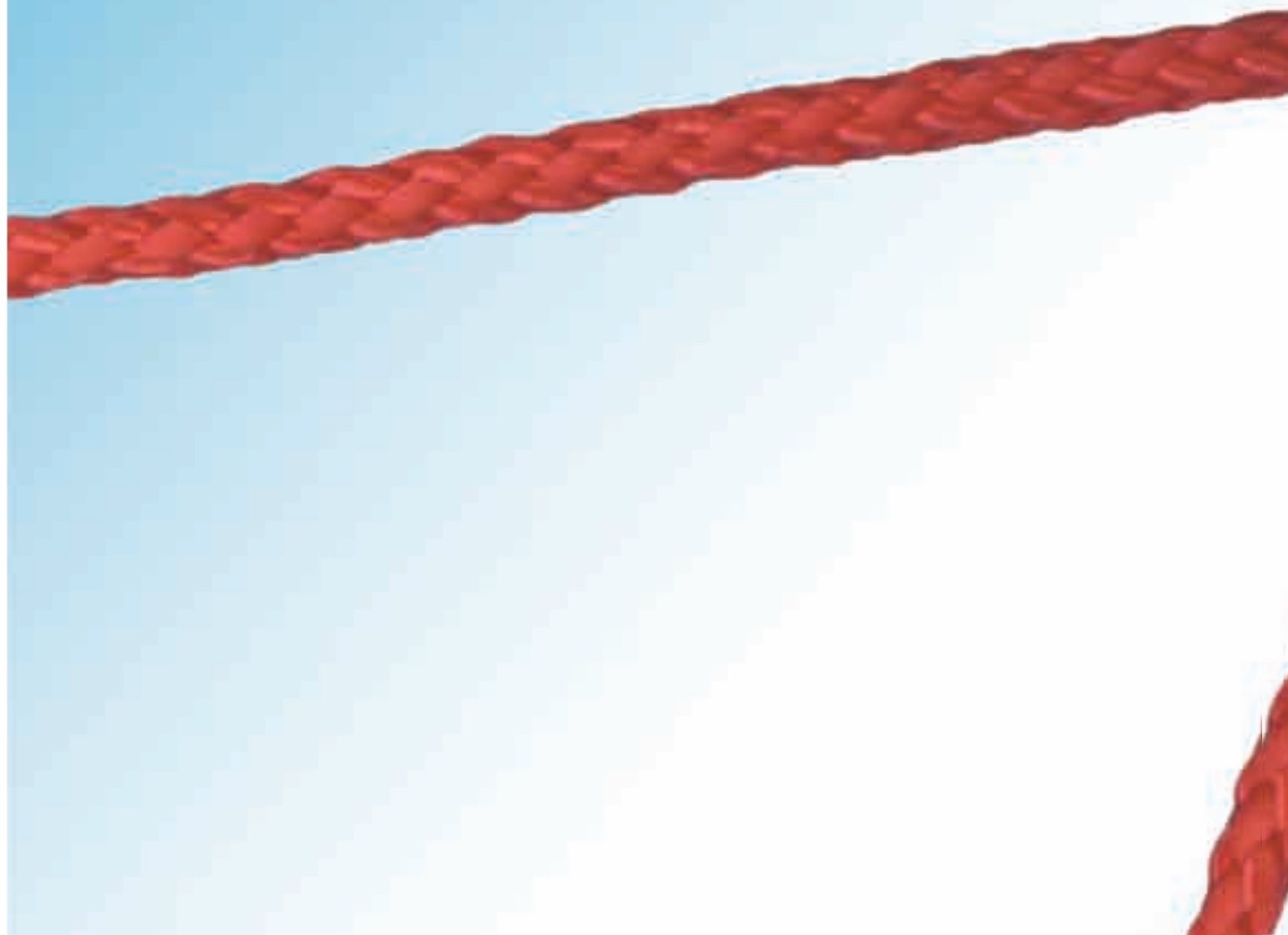
27 February 2004

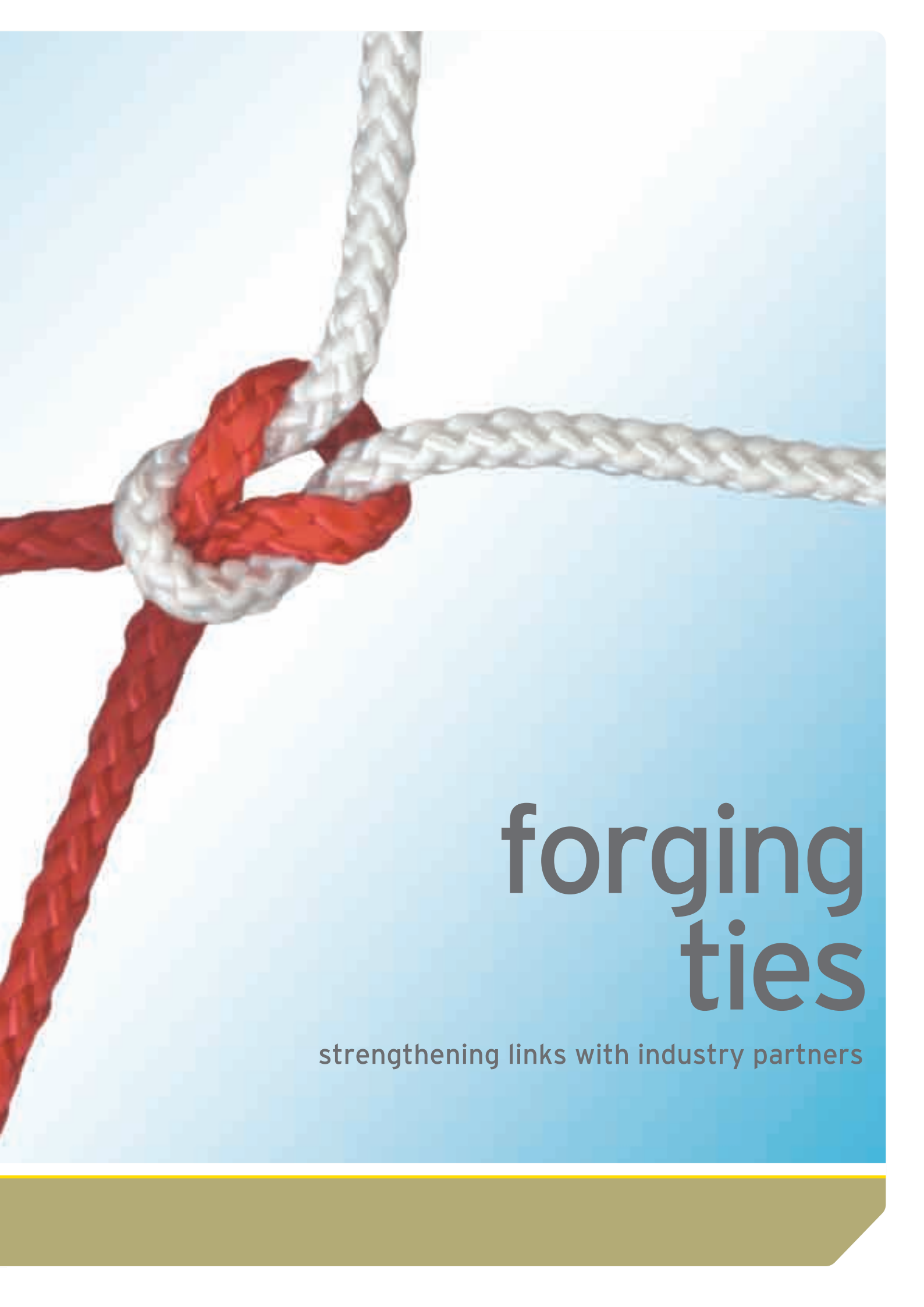
Staff and students from the Diploma in Hospitality & Tourism Management received the Best Innovative Book in English (Rest of the World) title at the prestigious Gourmand World Cookbook Awards 2003 for their cookbook entitled "Cooking Up A Dream". This was the first time a cookbook published in Singapore and written by Singaporeans has won the award.

8 March 2004

TP signed an MOU with the University of New South Wales (UNSW), paving the way for further collaborations by both institutions. An outcome of this was that TP's Design graduates can gain direct admission to the third year of the UNSW's four-year degree programmes in fine arts, media and communication, with an option of continuing to a Master's degree. This enables the graduates to attain the qualification within three years instead of the usual six needed.

Close collaborations
with key industry
partners help us nurture
win-win relationships,
in order to support
and contribute to the
changing demands
of the new economy.





forging ties

strengthening links with industry partners



forging ties

This year, TP garnered numerous significant partnerships, formalised through the signing of various Memoranda of Understanding (MOU) and agreements. These included those covering partnerships for training, staff and student exchanges, research and development programmes and software usage, publishing and non-disclosure. Several of these collaborations between TP and key industry players push the development of capabilities in specialised fields.



The Tourism Academy at Sentosa will be Asia's first hospitality, leisure and tourism institution situated in a resort setting. Its establishment was sealed with a Memorandum of Agreement signed between TP and the Sentosa Leisure Group on 23 July 2003. Scheduled to admit the first intake of students in December 2004, the Academy marks a new and exciting phase for TP in having a satellite campus set in the most apt setting of Sentosa island.

A three-year project undertaken jointly with the Agri-food and Veterinary Authority of Singapore (AVA) on the Hydroponic Orchid Growth System was completed in December 2003. With the AVA, TP co-hosted a Growers' Seminar for orchid growers on 24 September 2003 to introduce the innovative growth technology developed by the project team to these users. In March 2004, licensing agreements were signed with one major orchid grower and a biotechnology research company to carry out commercial production using the growth technology.





Temasek Applied Science School is seeking to make its mark as a leading research group in the field of Traditional Chinese Medicine (TCM). Its capability development was boosted with a Research and Collaboration Agreement signed in November 2003 with the Biochemistry Department of the National University of Singapore and the Singapore College of Traditional Chinese Medicine to work on joint TCM research, with funding support from the Singapore Totalisator Board.

A television production agreement was signed by Temasek Business School with Dr Ivan Polunin, who filmed Singapore life extensively in the 1950s and 1960s. Signed in October 2003, the agreement sought to involve students in the production of a series of videos on Singapore's history using his rare footage. Plans are underway to market these productions for telecast.





A continuing dialogue between industry and TP strengthens the symbiotic relationship. TP keeps its staff and students abreast of industry trends and best practices by tapping on the valuable insights and experiences of key industry leaders. Throughout the year, experienced industry leaders drawn from members of the Board of Governors, School Advisory Committees and leading companies took to the stage to engage staff and students in sharing sessions and dialogue. New platforms for such exchanges will continue to be developed as TP stays on course in navigating new socio-economic developments and trends.

Mr Liew Mun Leong, President & CEO of CapitaLand Ltd and Chairman of TP's Board of Governors, addressed the audience at the inaugural Industry Networking Seminar held on 22 July 2003. He urged the continuation of such dialogue and forging of closer ties between TP and industry leaders for mutual benefit. The Seminar carried the theme "Partnership for Educational Excellence", and saw some 100 captains of industry participating.



TP has an on-going programme in bringing respected industry leaders to the campus to speak on their respective fields of specialisation. Among these is the Design Unplugged Series, organised by the Temasek Design School. The inaugural lecture held on 17 October 2003 was given by renowned Italian architect and industrial designer, Mr Perio Lissoni.



One of the stages for dialogue between TP and industry is the Board of Governors Lecture Series which was launched in February 2003. In this review year, two more Board members were invited to deliver lectures to students and staff. The first was Mr Seah Moon Ming, President of ST Electronics, who presented on "Innovation" on 14 October 2003. On 17 March 2004, Mr Zulkifli Baharudin delivered the third lecture entitled "Changes to World Order and Singapore's Response", enlightening the audience on the lessons he had learnt from conducting business overseas.



Students as well as staff benefit greatly from the experience of industry practitioners, frequently shared at talks organised on campus. In one such session, Dr Ernest Kan, Partner and Head of Learning from Deloitte and Touché, spoke to TP's Accounting & Finance staff and students on "Going Concern Review and Audit Finalisation" in September 2003. Dr Kan is also the author of the primary auditing textbook used by final-year students of this subject.

As an educational institution, TP has to develop effective teaching and learning pedagogies, as well staff development strategies to remain relevant not only for now but into the future.



transcending boundaries

nurturing staff and student capabilities



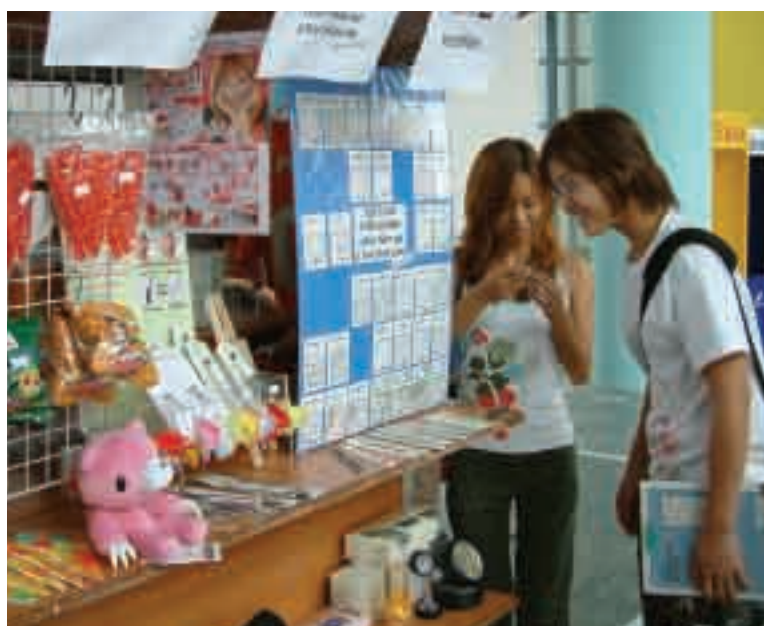
transcending boundaries

Through our Problem-Based Learning approach, direct industry experience, cross-disciplinary learning and a flexible academic architecture, TP continues to spearhead strategies that will nurture change-readiness in students. Without compromising the core competency of students in their chosen discipline, TP continues to emphasise the development of independent thinking and an aptitude for cross-disciplinary learning.



In November 2003, TP received The Enterprise Challenge Shield from The Enterprise Challenge, Prime Minister's Office, for its proposal of an "Education Innovation for the Knowledge-Based Economy: Development of a Problem-Based Learning (PBL) Education Model". This award recognises the most outstanding team whose project has created the highest new value to the Public Service. The project must have been successfully tested and must have service-wide application. Winning the award is an endorsement of TP's pioneering endeavours in PBL innovation.

TP actively seeks to nurture an entrepreneurial mindset among its students. An Entrepreneurship Task Force was formed in August 2003 to provide further impetus and consolidate initiatives and education in entrepreneurship. This effort is focused on providing an environment for students to imbibe entrepreneurship values in classroom settings, industry-related projects, co-curricular activities and events. One related activity is the "Rent-A-Cart" scheme where students get to rent a retail cart on campus for a nominal sum to try out their business ideas. This programme has received overwhelming response from students.





Cross-disciplinary subjects are offered at TP to provide our students with a broader worldview and insights into different disciplines. They are given opportunities to cross the boundaries of their core disciplines and become more flexible and adaptable learners. Within a flexible academic architecture, TP students get to study subjects offered by other Schools as well as the Interdisciplinary and General Studies Department, such as arts appreciation, foreign languages and cultures, and creative writing.



TP students are also given opportunities to partner with industry in projects. This exposes them to industry standards and stretches their abilities. In July 2003, an exhibition was held at Takashimaya Department Store, showcasing the results that TP's product and industrial design students had produced in collaboration with X-tra Living Pte Ltd in creating lifestyle accessories inspired by works of international design firms such as Magis and Alessi.



The success of an organisation lies in the talent and dynamism of its human resource. TP's challenge is to attract, develop and retain the best talents both in the academic and administrative fields.

TP has been certified a People Developer organisation since September 1999. In this review year, average learning hours per staff was 120 hours, exceeding the target of 100 hours. A total of 24,857 learning places were provided in-house to complement the various external programmes offered. On average, each staff in TP had 23 training places this year as compared to the 16 places offered in the previous year.



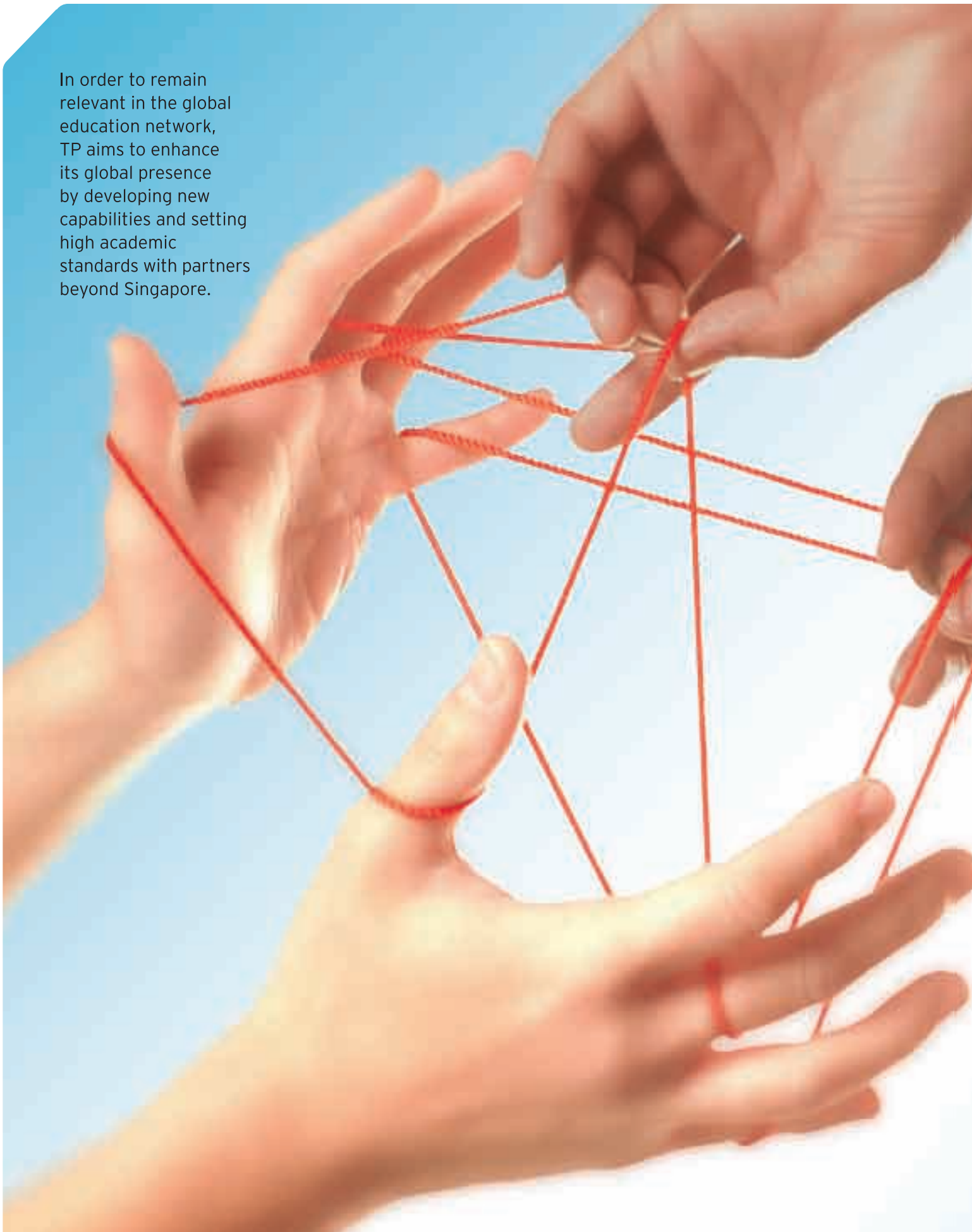
One of the key focuses for the Human Resource and Staff Development Department was its staff communication programme. Dialogues and communication sessions were held throughout the year to keep staff up-to-date on the learning direction and developments of the organisation.

“On Tennis, Dancing & Teaching: Pedagogies in New Times” - the title of the lecture delivered by Professor Allan Luke, Dean of the Centre for Research in Pedagogy and Practice, National Institute of Education, at TP’s Staff and Educational Development Division Fest. The event, held in October 2003, also saw 117 staff graduating from the Teaching in Higher Education Certificate course, which all academic staff in TP undergo.



TP firmly believes in the overall wellness and personal development of its staff. For its efforts, TP was presented with the Singapore H.E.A.L.T.H. Award (Silver) for the fifth consecutive year from the Health Promotion Board in recognition of its staff wellness initiatives and a high staff participation rate of 91 percent this year.

In order to remain relevant in the global education network, TP aims to enhance its global presence by developing new capabilities and setting high academic standards with partners beyond Singapore.





expanding frontiers

cultivating global friendships



expanding frontiers

TP actively seeks out new partners across the world to learn from and share its knowledge and capabilities, while giving its staff and students the all-important global perspective on personal, academic and corporate development. In the review year, several overseas trips were undertaken by staff to develop broader networks of partnerships, enhance knowledge in their fields of specialisation and share their expertise with others.



TP signed an MOU with the University of New South Wales (UNSW) in March 2004, paving the way for further collaboration between the various disciplines offered by the two institutions. An outcome of this was the direct admission offered to TP's Design graduates to the third year of their four-year undergraduate programmes at the UNSW's Faculty of College of Fine Arts (COFA). Following that, graduates have the option to complete the Master's programme in 12 months instead of the usual 18. In effect, this enables the graduates to attain the qualification within three years instead of the usual six years needed.



In this review year, TP staff went to the United Kingdom, Japan, India and China to establish links and tap on the dynamic growth and consequent opportunities available in these countries. This included being part of IE Singapore's trade and investment mission to India in December 2003 to explore opportunities in the fashion industry there. TP staff also continued to be sent overseas for training as well as industrial attachments.



TP has provided its expertise and shared its experience at the invitation of Singapore's Ministry of Foreign Affairs since 2002 by conducting courses in tourism, IT and language and communication in Cambodia, Laos, Myanmar and Vietnam. This is part of the Singapore Initiative for ASEAN Integration (IAI), an effort to narrow the development gap in the ASEAN region. In this review year, a total of 16 such training programmes were completed by 22 staff members. Under this programme, TP also hosts lecturers from these countries on training attachments.



Cross-cultural interactions promote international understanding and cooperation among nations. Our students are encouraged to broaden their perspective through international exposure within and out of Singapore. Opportunities are provided via cultural exchanges, internships abroad, student exchanges and the presence of international students on campus.



In this review year, 4,055 TP students went on internships, both locally and abroad. This gave them the opportunity to be tested under “real” conditions while learning new skills. Overseas, our students gained valuable cultural experiences and insights to work practices in different environments. In spite of the SARS outbreak, several overseas internships to countries like Australia, India, China, Finland, Switzerland and Thailand were completed.



Cultural exchanges provide a platform for TP students to mingle with students from different parts of the world, while showcasing Singaporean hospitality and local culture to them. Students from Japan's Kumamoto National College of Technology visited TP on one such exchange programme.



TP has constantly supported staff and student exchanges with international institutions as they provide a valuable scope of learning and global experience for both parties. These exchange programmes included 20 students from polytechnics in Finland hosted by TP in this review year.

It is human passion that ultimately drives us towards excellence. The teacher's passion to impart knowledge, guide and nurture and the learner's passion to learn, explore and discover are ingredients that drive us to higher levels of achievement.





spurring excellence

enabling student and staff accomplishments



spurring excellence

Both in Singapore and abroad, TP students pushed the parameters of previous achievements and consistently raised the bar on standards of skills and creativity. Some of the achievements highlighted in this Report reflect the strong standing of our students not only vis-à-vis their student counterparts, but also seasoned professionals at times. Carrying the institution-wide belief that the world is the real playing field, our students brought home awards and top placements on a number of occasions in this year of review.



The cookbook entitled "Cooking Up A Dream", produced by students and staff from the Diploma in Hospitality & Tourism Management, won the Best Innovative Book in English (Rest of the World) title at the Gourmand World Cookbook Awards 2003. This was the first time a cookbook published in Singapore and written by Singaporeans has won the award.

For the third consecutive year since the inception of the Crowbar Awards, Temasek Design School emerged as the unrivalled winner. In August 2003, the School took the Best of Show in three out of four major categories, as well as most of the top awards in the other categories. Meant to launch and introduce young talents to the advertising and media industry, this annual event has come to be recognised as an excellent springboard for the promotion of young creative talents.





A Temasek Information Technology School student won a Silver Medal in the Information Technology Software Applications category of the World Skills Competition 2003. The four-day competition was held from 19 to 22 June, in St Gallen, Switzerland. This competition, also known as the International Youth Skill Olympics, brought in around 700 competitors from different nations to give proof of their outstanding skills in 40 different vocations.

Temasek Design School students continued their haul of awards at prestigious international competitions. This included the coveted top-prize win in the British Design & Art Direction 2003 Student Awards for Website Design.





TP Engineering students continued their strong showing at the annual Singapore Robotic Games held in May 2003. This is an annual event in which tertiary institutions and secondary schools make use of the latest robotic technologies. Our students won two gold, three silver and four bronze medals in the Gladiator, Robot Sumo, Robot Colony, Legged Robot Marathon and the Open categories.



For the fifth year running, TP emerged champion at the Odyssey of the Mind (Singapore) national competition held in April 2003. The team overcame 13 others from tertiary institutions, junior colleges, and secondary schools. They then proceeded to represent Singapore at the World Finals held at the Iowa State University, USA, from 28 to 31 May 2003, competing at the collegiate level.

TP students are also encouraged to excel in their service to the community. In this year, an engineering student volunteered more than 150 hours of her time towards helping the public to e-file their income tax returns. For this, she was presented with one of the five first-ever eAmbassador awards given by the Commissioner of the Inland Revenue Authority of Singapore.



Communications & Media Management students produced an eight-part mini-documentary series for NewsRadio 93.8FM on topics related to doing business in China. The first instalment of the series, entitled "Entering the Dragon's Gate," was broadcast on 9 March 2004.

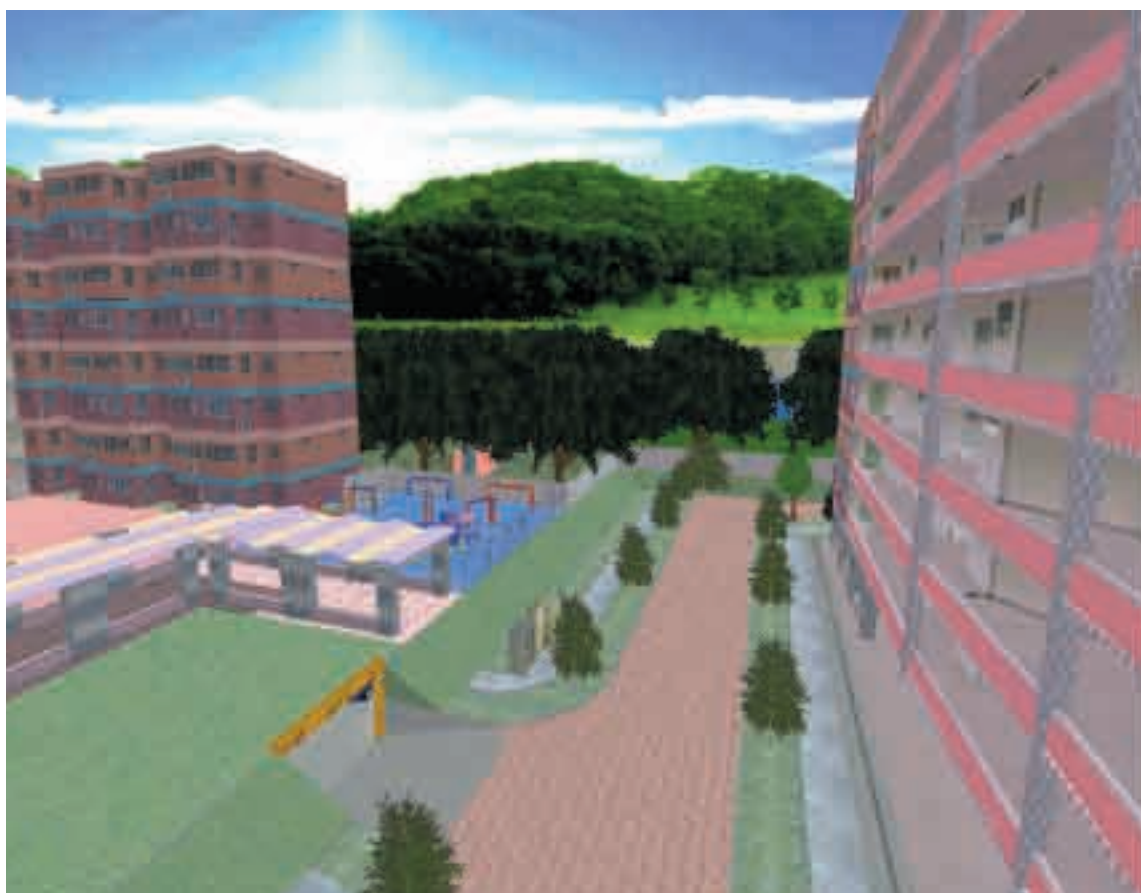


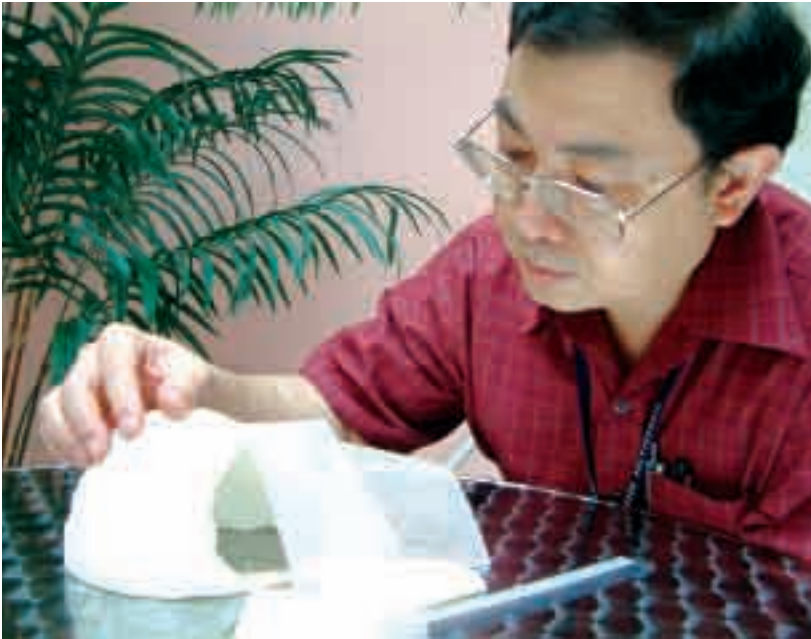
Active collaboration between TP and industry resulted in opportunities for applied research and the development of projects that benefit both parties, as well as the community at large.



In response to the SARS outbreak, a group of Engineering staff pooled their knowledge and resources to develop the "Temperature Badge" during the peak of the outbreak in April 2003. The device, which is a thermometer to be worn on a lanyard, comes with flashing lights to indicate that the wearer is fever-free. It was distributed to staff and students in 2003 to be used in the event that temperature-monitoring is required. The technology has been licensed to Singapore Technologies Electronics Ltd.

A collaboration with the Singapore Police Force and ADtranet Pte Ltd saw the creation of a multi-user 3D game by Temasek Engineering School in March 2004. The game will be used by the Police Force as an outreach tool to introduce key community messages to today's youths in a fun and entertaining way.





TP staff also collaborated with the National University of Singapore, National University Hospital and OsteoPore International Pte Ltd in developing the Polycaprolactone Scaffold - a three-dimensional porous structure that has the ability to enable cellular tissue growth, and is used to help bone regeneration. Beyond developing the product, the parties involved are also exploring the various parameters in the process of fabricating and testing the scaffold.

A project with the National University of Singapore, the Sky Rail Automatic Gondola System involved the development of a movable platform that can perform various types of servicing jobs such as inspecting, painting and doing repair work on the outer walls of high-rise buildings. This project aims to serve HDB town councils and high-rise building maintenance agencies by helping to reduce water consumption and providing a safer work environment.



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administration committee

Chairman

Mr Lim Kok Min, John

Chairman

Senoko Power Ltd

Member

Mr Boo Kheng Hua

Principal & CEO

Temasek Polytechnic

Mr Chan Yeng Kit

(up to 30 March 2004)

Deputy Secretary (Policy)

Ministry of Education

BG Loh Wai Keong

Commander

3rd Division

Ministry of Defence

Miss Sum Chee Wah

Director

Education Programmes Division

Ministry of Education

Dr Toh See Kiat

Chairman

Goodwins Law Corporation



school advisory committees

TEMASEK APPLIED SCIENCE SCHOOL

Chairman

Dr Loh Wah Sing

Director (Business Development)
Institute of High Performance Computing &
Deputy Executive Director (Industry)
Institute of Chemical & Engineering Sciences

Deputy Chairperson

Mrs Soon-Ong Meng Wan

Director
Temasek Applied Science School
Temasek Polytechnic

Members

Mr Abel Ang

Head, Medical Technology
BioMedical Sciences
Economic Development Board

Ms Ang Hui Gek

Director
Allied Health
Singapore General Hospital &
Chief Pharmacist
Ministry of Health

Mr Leslie John Cheong

Director
Food Supply & Technology Department
Agri-Food & Veterinary Authority

Mr Chua Song Khim

Chief Executive Officer
National University Hospital

Dr Ing Roberto Gardellin

Site Director
Aventis Pharma Mfg Pte Ltd

Mr Francis Goh Nyang Kuang

Managing Director
Unicurd Food Company (Pte) Ltd

A/P Lee Chee Wee

Department of Physiology
Faculty of Medicine
National University of Singapore

Mr Tom Madilao

General Manager (Technical)
Chevron Oronite Pte Ltd

A/P Pua Eng Chong

(up to May 2004)
Head, Plant Genetic Engrg Laboratory
Department of Biological Sciences
National University of Singapore

TEMASEK BUSINESS SCHOOL

Chairman

Mr Zulkifli Baharudin

Managing Director
Van Esch Intra Asia Pte Ltd

Deputy Chairman

Mr Yeo Li Pheow

Director
Temasek Business School
Temasek Polytechnic

Members

Assoc. Prof. (Dr) Hwang Soo Chiat

Associate Professor of School of Accountancy
Singapore Management University

Mr Neil Jacobs

Senior Vice President
Operations Asia/Pacific
Four Seasons Hotels and Resorts

Dr James Loh

Managing Consultant
Unidegree Consultancy

Dr Chitra Rajaram

Editor, Tamil Murasu
Singapore Press Holdings Ltd

Mr Tan Soo Jin

Vice-Chairman, Asia Pacific
The Amrop Hever Group/Gattie-Tan Soo Jin
Management Consultants Pte Ltd

Mr Yap Puay Beng

Consultant
Tourism Industry

Mr Kon Yin Tong

Managing Partner
Foo Kon Tan Grant Thornton

Mr Chelva Retnam Rajah, SC

Senior Partner
Tan Rajah & Cheah

Mr Seah Liang Chiang

Managing Director
DSC Holdings Pte Ltd

TEMASEK DESIGN SCHOOL**Chairperson****Ms Su Yeang**

Chief Executive Officer
Citigate Su Yeang Design Pte Ltd

Deputy Chairman**Mr Moses Wong Chiat Chang**

Director
Temasek Design School
Temasek Polytechnic

Members**Mr Andrew Cheng**

Vice President, Production Services
Mediacorp Studios Pte Ltd

Mr Benjy Choo

Design Partner
Kinetic Advertising And Interactive

Mr James Koh Jyn Gang

Deputy Chairman/Managing Director
Koda Ltd

Mr Low Cheaw Hwei

Snr Global Account Director
Snr Design Director
Philips Electronics Singapore Pte Ltd

Mr Patrick Low

Executive Creative Director
Dentsu Young & Rubicam
Wunderman Pte Ltd

Mr Derek Mackenzie

Partner
Designphase

Mr Simon Ong

Group Executive Director
Kingsmen International Pte Ltd

Mr Desmond Sim

Managing Director
The Green House

Mr Nigel Smith

Managing Director
Design In Action (S) Pte Ltd

Mr Sebastian Tan

Managing Director/Principal Photographer
Shooting Gallery/Wishing Well

Mr Daniel Yam

Director
Advance Apparel Pte Ltd

Mr Yeo Chung San

Managing Director
Lawton & Yeo Design Associates Pte Ltd

TEMASEK ENGINEERING SCHOOL

Chairman

Mr Seah Moon Ming

Deputy CEO/President (International Business)
ST Engineering Ltd
President
ST Electronics Ltd

Deputy Chairperson

Mrs Lay-Tan Siok Lie

Director
Temasek Engineering School
Temasek Polytechnic

Members

COL (NS) Larry Ang

Project Director
BioInformatics Institute & Secretariat
BioMedical Grid Task Force
BioInformatics Institute

Dr Lap Chan

R&D Director
Chartered Semiconductor Manufacturing Ltd

Mr Cheah Chow Seng

Vice President & General Manager
Worldwide Manufacturing Imaging & Printing
Systems
Hewlett-Packard Singapore (Pte) Ltd

Dr Chia Kay Hua, Jeremy

Managing Director
Utopia-Aire Pte Ltd

Dr Chong Chee Leong

Chief Executive Officer
SATA

Mr Chue Fook Chee

Senior Vice President
M&E Engineering Division
CPG Consultants Pte Ltd

Prof Kam Chan Hin

Vice-Dean (Academic)
School of Electrical & Electronic Engineering
Nanyang Technological University

Mr Koh Whatt Hin

Director of Engineering
HDD Engineering
Hitachi Global Storage Technologies
Singapore Pte Ltd

Mr Kon Yin Tong

Managing Partner
Foo Kon Tan Grant Thornton

Mr Andrew Lim

Regional Director
Education and Research, Asia South
SUN MicroSystems Pte Ltd

Prof Lun Kwok Chan

Professor & Vice-Dean (Academic) and
President, International Medical
Informatics Association
School of Biological Sciences
Nanyang Technological University

Mr Phoon Wai Meng

General Manager
Agilent Technologies (S) Pte Ltd

Mr Wee Kim Tien, Christopher

Director of Engineering
IMT Pte Ltd

Mr Wu Tek Ming

Chief Executive Officer
PSB Certification Pte Ltd

TEMASEK INFORMATION TECHNOLOGY SCHOOL

Chairman

Mr Saw Ken Wye

General Manager
Communications Sector
(APAC, Greater China, and Japan)
Microsoft Operations Pte Ltd

Deputy Chairman

Mr Tan Dek Yam

Director
Temasek Information Technology School
Temasek Polytechnic

Members

Mr Keith Budge

Managing Director
Oracle Systems S.E.A. (S) Pte Ltd

Dr Foong Wai Keong

President & CEO
Ecquaria Technologies Pte Ltd

Dr Leong Mun Kew

Lead Scientist
Institute for Infocomm Research

Mr Lo Yoong Khong

Dy Director, Manpower Development
Infocomm Development Authority of S'pore

Mr Seah Chin Siong

Country Managing Director
Accenture Pte Ltd

A/P Teh Hung Chuan

Assistant Dean (Undergraduate Programme)
School of Computing
National University of Singapore

Mr Michael Toh

President & CEO
Aceprio Pte Ltd

Mr Thomas Yong

Director (for Government & Education)
Cisco Systems (USA) Pte Ltd



senate

Chairman

Mr Boo Kheng Hua
Principal & CEO

Deputy Chairman

Mr Ang Keng Loo
Deputy Principal

Secretary

Ms Sharon Soh
Registrar

Permanent Members

Mr Edmond Khoo
Deputy Principal

Mrs Soon-Ong Meng Wan
Director
Temasek Applied Science School

Mr Yeo Li Pheow
Director
Temasek Business School

Mr Moses Wong
Director
Temasek Design School

Mrs Lay-Tan Siok Lie
Director
Temasek Engineering School

Mr Tan Dek Yam
Director
Temasek Information Technology School

Appointed Members

Term of Office: 13 July 2002 to 12 July 2004

Mr George Yap
Director
Estates & Facilities Management and
Continuing Education Centre

Mrs Sally Chew
Director
International Relations & Industry Services

Mr Lim Thim Veng
Assistant Director
Strategic & Quality Development Department
Manager
Educational Quality

Elected Members

Term of Office: 13 July 2002 to 12 July 2004

Ms Corinne Tan
Section Head
Temasek Applied Science School

Ms Sylvia Lim
Manager
Continuing Education & Training
Temasek Business School

Ms Bina Bhattacharyya
Lecturer
Temasek Design School

Mr Chan Kim Kai
Course Manager
Temasek Engineering School

Mr Ng Koon Seng
Manager
Temasek Information Technology School



universities offering advanced standing

AUSTRALIA

University of Adelaide
Australian National University
Australian Maritime College
Bond University
University of Canberra
Central Queensland University
Curtin University of Technology
Charles Sturt University
Deakin University
Edith Cowan University
Flinders University
Griffith University
International College of Hotel Management
James Cook University
La Trobe University
Macquarie University
University of Melbourne
Monash University
Murdoch University
University of New England
University of New South Wales
University of Newcastle
University of Queensland
Queensland University of Technology
Royal Melbourne Institute of Technology
University of Southern Queensland
Southern Cross University
Swinburne University of Technology
University of South Australia
University of Sydney
University of Tasmania
University of Technology, Sydney
University of Western Australia
University of Wollongong
Victoria University of Technology
University of Western Sydney

CANADA

University of Alberta #
University of Lethbridge
McMaster University

Okanagan University College
Simon Fraser University
University of Victoria
Ryerson University
University of Toronto

UNITED KINGDOM

University of Aberdeen
University of Abertay Dundee
Anglia Polytechnic University
Aston University
University of Bath
University of Birmingham
Birmingham College of Food, Tourism
& Creative Studies
University of Bournemouth
University of Bristol
University of Bradford
University of Buckingham
Central St Martins College of Art & Design
Coventry University
University of Central England in Birmingham
University of Central Lancashire
City University
De Montfort University
University of Dundee
University of East Anglia
University of East London
University of Edinburgh
University of Essex
University of Exeter
University of Glamorgan
University of Glasgow
Glasgow School of Art
University of Greenwich
University of Huddersfield
Heriot-Watt University
University of Hull
University of Kent at Canterbury
Kent Institute of Art & Design
Kingston University
Lancaster University

University of Leeds
Leeds Metropolitan University
University of Leicester
University of Lincoln
UMIST
University of Liverpool
University of London: Guildhall
University of London: King's College
University of London: Queen Mary
University of London: Royal Holloway
University of London: University College
London College of Fashion
London College of Printing
Loughborough University
University of Luton
University of Manchester
Manchester Metropolitan University
Middlesex University
Napier University
University of Newcastle (Upon Tyne)
University of Northumbria at Newcastle
University of North London
University of Nottingham
Nottingham Trent University
Oxford Brookes University
University of Paisley
University of Portsmouth
Queen's University Belfast
University of Reading
Robert Gordon University
Royal College of Art
University of Salford
University of Sheffield
South Bank University
University of Southampton
Staffordshire University
University of Stirling
University of Strathclyde
University of Sunderland
University of Surrey
University of Sussex
Thames Valley University

University of Ulster
University of Wales, Aberystwyth
University of Wales, Cardiff
University of Wales, Swansea
University of Warwick
University of Westminster
University of Wolverhampton

The following British Universities accept our
Law & Management graduates into the First
Year of their Law degree:

University of Birmingham
University of Durham
University of Exeter
University of Leicester
University of London: King's College
University of London: University College
London School of Economics
University of Southampton

UNITED STATES OF AMERICA

Art Center College of Design
Arizona State University#
University of Bridgeport
California State University, Fresno
Carnegie Mellon University
Cogswell College of Art
Fairleigh Dickinson University
Georgia College & State University
University of Hawaii
University of Hawaii, Hilo
Hawaii Pacific University
Indiana University, Purdue University,
Indianapolis (IUPUI)
Johnson & Wales University
Linfield College
Michigan Technological University
Marquette University
University of Maryland - College Park#
University of Northern Iowa
North Dakota State University
Ohio State University#

Parsons School of Design
 Pratt Institute
 Rhode Island School of Design
 San Francisco Design Academy
 Savannah College of Art and Design
 Syracuse University
 Southern California Institute of
 Architecture (SCI-ARC)
 State University of New York - Oswego
 State University of New York - Geneseo
 State University of New York - Buffalo
 South Dakota State University
 Southern Illinois University
 The School of The Art Institute of Chicago
 University of Tampa
 University of Toledo
 University of Wisconsin - Stevens Point
 University of Wisconsin - Stout
 Washington State University
 Wichita State University

FINLAND

Vaasa Polytechnic

GERMANY

State Academy of Fine Arts Stuttgart

HOLLAND

Eindhoven Design Academy
 (The Design Academy)

HONG KONG (SAR)

City University of Hong Kong

ITALY

Domus Academy

MAURITIUS

University of Mauritius

NEW ZEALAND

University of Auckland
 University of Canterbury
 Lincoln University

Massey University
 University of Otago
 University of Waikato
 Victoria University of Wellington

SINGAPORE

Nanyang Technological University
 National University of Singapore
 Singapore Management University

SWEDEN

UMEA Academy, Institute of Design

SWITZERLAND

Swiss Hotel Association, Hotel Management
 School at Les Roches
 International Hotel Management Institute,
 Lucerne
 International Tourism Institute, Lucerne
 University Centre Cesar Ritz

PROFESSIONAL BODIES

British Computer Society
 Chartered Institute of Management
 Accountants (CIMA), UK
 Association of Chartered Certified
 Accountants (ACCA), UK
 Chartered Institute of Marketing (CIM), UK
 Institute of Legal Executives (ILEX), UK
 Singapore Association of the Institute of
 Chartered Secretaries &
 Administration (SAICSA)

Note:

This is only a listing of universities and professional bodies which have given advanced standing and accreditation to Temasek Polytechnic in writing. TP students are advised to check with the relevant professional bodies and government agencies on recognition of the qualification before deciding on a university of choice.

#As a general rule, for North American universities that do not enter into institutional agreement with us on credit exemptions and transfer arrangements, most of them welcome applications from TP students who will be evaluated on a case-by-case basis.



scholarships

CPG Corporation Scholarship
Hitachi Global Storage Technologies Singapore Pte Ltd Scholarship
Hyflux Scholarship
Kolam Ayer Welfare Fund
Lee Kuan Yew Scholarship to Encourage Upgrading (LKY-STEP) Award
Les Amis Scholarship
Micron Technology Foundation Scholarship
National Association of Travel Agents Singapore Scholarship
Ngee Ann Kongsi Tertiary Scholarship
Prima Scholarship
SBS Transit Scholarship
SIM-RMIT Scholarship
SINDA Scholarship
Singapore Food Industries Scholarship
Singapore Hokkien Huay Kuan Scholarship
Singapore Press Holdings Scholarship
Singapore Training & Development Association Scholarship
SMC Pneumatics Scholarship
Tay Eng Soon Scholarship
TNT Express Worldwide (S) Pte Ltd Scholarship
UOB Group Scholarship
Scholarship Sponsored by F&N Coca-Cola (Singapore) Pte Ltd
Scholarship Sponsored by GE Commercial Financing (S) Ltd
Scholarship Sponsored by Singapore Sports Council



academic award/ prize sponsors

10AM Communications Pte Ltd
3M Technologies (S) Pte Ltd
Abacus International Pte Ltd
Abacus Travel Systems Pte Ltd
AbrahamLow LLC
ACCA Singapore Pte Ltd
Accenture Pte Ltd
AD Planet Group
Adecco Personnel Pte Ltd
Advanced Micro Devices (Singapore) Pte Ltd
AEC Edu Group Pte Ltd
Agilis Communication Technologies Pte Ltd
Alexandra Hospital
Allied Technologies (S) Pte Ltd
Amadeus GDS Singapore Pte Ltd
Amersham Biosciences Limited
ASHRAE Singapore Chapter
AsiaLegal LLC
ASOnline Co Ltd
Aventis Pharma Manufacturing Pte Ltd
Bax Global Pte Ltd
Becton Dickinson and Company
Biomedical Engineering Society (Singapore)
Blissmore Holdings Pte Ltd
Bluechips Technology Pte Ltd
Book Promotion & Service Co Ltd
BreadTalk Pte Ltd
Business Trends (Singapore) Pte Ltd
C.K. Tang Limited
Cambridge University Press
Cast Laboratories Pte Ltd
Chartered Institute of Marketing Singapore
Cheung Woh Technologies Ltd
China National Tourist Office in Singapore
for ASEAN Countries
Chio Lim & Associates
Chio Lim Stone Forest
CISCO Systems (USA) Pte Ltd
Click IT Pte Ltd
CNA Engineers Pte Ltd
CNBC Asia Pacific
Colgate-Palmolive (Eastern) Pte Ltd
Conrad Centennial Singapore

Courts (Singapore) Limited
CPA Australia
Cybron Technology (S) Pte Ltd
CYC The Custom Shop
DaimlerChrysler South East Asia Pte Ltd
DBS Bank Ltd
Dentsu Singapore Pte Ltd
DHL International (S) Pte Ltd
Digital Scanning Corporation Pte Ltd
Dow Jones Reuters Business Interactive
(S) Pte Ltd
Duffy Design
DYR Wunderman
Ecquaria Technologies Pte Ltd
Enkon International
ERCO Leuchten GmbH
Excel Marco Industrial Systems Pte Ltd
Factiva - Dow Jones & Reuters
Farnell Components Pte Ltd
Foo Kon Tan Grant Thornton
Four Seasons Hotel Singapore
Frontline Technologies Corporation Ltd
Frontstep (Singapore) Pte Ltd
G2000 Apparel (Singapore) Pte Ltd
GES Singapore Pte Ltd
Ghim Li Holdings Co Pte Ltd
Givaudan Singapore Pte Ltd
Glaxo SmithKline
Global Airfreight International Pte Ltd
Goldlion Enterprise (Singapore) Pte Ltd
Grohe Pacific Pte Ltd
Hertz Asia Pacific Pte Ltd
Hewlett-Packard Singapore (Sales) Pte Ltd
HLB Loke Lum
HTL International Holdings Limited
Hummingbird Asia Pte Ltd
Hunter Douglas (Singapore) Pte Ltd
IBM Singapore Pte Ltd
ICI Paints (Singapore) Pte Ltd
IEEE Singapore Rel/CPMT/ED Chapter
IEE, Singapore Branch
iGroup Asia Pacific

Info-communications Development Authority of Singapore	National Instruments Singapore (Pte) Ltd
Information Technology Management Association (Singapore)	National Library Board
InfoTalk Technology (S) Pte Ltd	Netlynx Communications Pte Ltd
Inland Revenue Authority of Singapore	Netrust Pte Ltd
Institute of Certified Public Accountants of Singapore	NICAE Trading and Industrial Supplies
Institute of Chartered Accountants in Australia	Nikon Singapore Pte Ltd
Institute of Industrial Engineers Singapore	Nobel Design Holdings Ltd
Interior Designers' Association	NTUC Income Insurance Cooperative Limited
International Enterprise Singapore	O'Connor's Singapore Pte Ltd
Jardine OneSolution (2001) Pte Ltd	Oh Chin Huat Hydroponic Farms Pte Ltd
Kelly Services Career Centre	Onn Wah Precision Engineering Pte Ltd
Kian Heng Plastic & Packaging Pte Ltd	Oracle Corporation Singapore Pte Ltd
Kingsmen Creatives Ltd	Orange Gum Pte Ltd
Koda Ltd	Orchard Hotel Singapore
Kodak (Singapore) Pte Ltd	Orchidville Pte Ltd
KPMG	Ordell Management Pte Ltd
KPMG Business Advisory Pte Ltd	Orient Express Lines (Singapore) Pte Ltd
KPMG Consulting Pte Ltd	Pan Abrasives Pte Ltd
Landis+GYR Pte Ltd	Parametric Technology Singapore Pte Ltd
Lee Foundation, Singapore	PATA Singapore Chapter
Leica Instruments (Singapore) Pte Ltd	Pearson Education South Asia Pte Ltd
Lynn Jen Trading Co Pte Ltd	Pergo Asia Pacific Pte Ltd
M/s Allen & Gledhill	Philips Design Singapore
M/s Colin Ng & Partners	PhillipCapital
M/s Karuppan Chettiar & Partners	Polestar Plastics Pte Ltd
M/s Khattar Wong & Partners	Polo Ralph Lauren Sourcing Pte Ltd
M/s William Chai & Rama	POPULAR Book Pte Ltd
Macromedia South Asia Pte Ltd	Precicon D&C Pte Ltd
Malaysia Dairy Industries Pte Ltd	Press Foundation of Singapore Ltd
Mallal & Namazie	PricewaterhouseCoopers
Measurement & Metrology (S) Pte Ltd	Prudential Assurance Company Singapore (Pte) Ltd
Media Development Authority	Qian Hu Corporation Limited
MediaCorp Pte Ltd	Quantum Automation Pte Ltd
Mentor Graphics Asia Pte Ltd	R. J. Associates
Micron Semiconductor Asia Pte Ltd	Raffles International Limited
Microsoft Singapore Pte Ltd	Real Estate Developers' Association of Singapore
Mitsui Bisphenol Singapore Pte Ltd	Robinson & Co (S) Pte Ltd
MKS Instruments, Inc	Rohde & Schwarz Systems & Communications Asia Pte Ltd
MobileOne Ltd	SAP Asia Pte Ltd
Moteco Asia Pte Ltd	SAS Institute Pte Ltd
MRL Industries	SATA

Schaffner EMC Pte Ltd
 Schenker Singapore (Pte) Ltd
 Schering-Plough Ltd
 Seksun Corporation Limited
 Sensfab Pte Ltd
 Serono Singapore Pte Ltd
 Shell Eastern Petroleum (Pte) Ltd
 SIA Engineering Company Limited
 Siemens Business Services Pte Ltd
 Siemens Medical Instruments Pte Ltd
 Siltronic Singapore Pte Ltd
 Sing Lun & Co (Pte) Ltd
 Singapore Academy of Law
 Singapore Aero Engine Services Pte Ltd
 Singapore Computer Society
 Singapore Discovery Centre Ltd
 Singapore Food Industries Limited
 Singapore Industrial Automation Association
 Singapore infocomm Technology Federation
 Singapore Institute of Food Science
 and Technology
 Singapore Logistics Association
 Singapore Mathematical Society
 Singapore Nutrition & Dietetics Association
 Singapore Oxygen Air Liquide Pte Ltd
 Singapore Quality Institute
 Singapore Society of Biochemistry and
 Molecular Biology
 Singapore Teachers' Union
 Singapore Technologies Electronics Ltd
 Singapore Technologies Kinetics Ltd
 Singapore Telecom Mobile Pte Ltd
 Singapore Tourism Board
 Singapore Training and Development
 Association
 SKF South East Asia & Pacific Pte Ltd
 Sky Media Pte Ltd
 Skycom Satellite Systems Pte Ltd
 Smitech (Asia) Pte Ltd
 SMRT Corporation Ltd
 STMicroelectronics Pte Ltd
 Stone Forest IT Pte Ltd
 Sun Microsystems Pte Ltd
 Sunward Pharmaceutical Pte Ltd

Sysnac Technologies Pte Ltd
 Systems on Silicon Manufacturing Co Pte Ltd
 Tech Semiconductor Singapore Pte Ltd
 Techsource Systems Pte Ltd
 Telescience Singapore Pte Ltd
 Tempur Singapore Pte Ltd
 Tex Line Associates Pte Ltd
 The Association of Chartered Certified
 Accountants
 The Association of Home Economists,
 Singapore
 The Chartered Institute of Management
 Accountants
 The Institute of Legal Executives
 The Institution of Electrical Engineers
 Singapore
 The Law Society of Singapore
 The Media Village Pte Ltd
 The Moving Visuals Co Pte Ltd
 The Polyolefin Company (Singapore) Pte Ltd
 The Shaw Foundation Pte
 The Shooting Gallery
 The Singapore Association for Medical
 Laboratory Sciences
 The Singapore Association of The Institute of
 Chartered Secretaries & Administrators
 Thomson Learning
 Thomson multimedia Asia Pacific Pte Ltd
 TNT Express Worldwide (S) Pte Ltd
 Trane Singapore
 Trans-Link Express Pte Ltd
 TTS Asia Learning Solutions Pte Ltd
 Unilever Singapore Pte Ltd
 VirtualThinking! (S) Pte Ltd
 Wincor Nixdorf Pte Ltd
 Wing Tai Clothing Pte Ltd
 Wing Tai Holdings Ltd
 Wyeth Nutritionals (Singapore) Pte Ltd
 X-Tra Designs Pte Ltd
 Yeo Perumal Mohideen & Partners
 Yeo-Leong & Peh LLC
 Yokogawa Engineering Asia Pte Ltd
 Zentek Technology Singapore Pte Ltd



student intake & enrolment by diploma 03/04 (Full-time Courses)

	Intake	Enrolment
Temasek Applied Science School		
Applied Food Science & Nutrition	134	349
Biotechnology/Biomedical Science	167	167
▲ Biotechnology	-	131
▲ Biomedical Science	-	189
Chemical Engineering	128	359
Consumer Science & Technology	17	112
Total	446	1307
▲ Common First Year		
Temasek Business School		
Accounting & Finance	135	403
Business Information Technology	199	636
Business/Logistics & Operations Management/Marketing	488	489
▲ Business	-	445
▲ Logistics & Operations Management	-	249
▲ Marketing	-	254
Communications & Media Management	85	208
Hospitality Management	116	349
Law & Management	109	332
Tourism Management	84	245
Total	1216	3610
▲ Common First Year		
Temasek Design School		
Apparel Design & Merchandising	49	140
Interior Architecture & Design	51	155
Interactive Media Design	71	220
Product & Industrial Design	39	131
Visual Communication	74	230
Total	284	876
Temasek Engineering School		
Biomedical Informatics & Engineering	72	233
Business Process & Systems Engineering	101	240
Electronics/Telecommunications/Computer Engineering/Microelectronics	558	725
+ Electronics	-	923
+ Telecommunications	-	305
+ Computer Engineering	-	310
+ Microelectronics	-	275
Info-Communications	169	639
Intelligent Building Technology	152	560
Mechatronics/Product Engineering	222	265
# Mechatronics	-	671
# Product Engineering	-	120
Quality Engineering & Management	-	109
Total	1274	5375
+ Common First Year		
# Common First Year		
Temasek Information Technology School		
Information Studies*	-	73
Information Technology/Internet Computing	430	430
◊ Internet Computing	-	540
◊ Information Technology	-	485
Information Management	88	184
Mobile & Wireless Computing	125	237
Total	643	1949
◊ Common First Year		
Total Intake & Enrolment	3863	13117

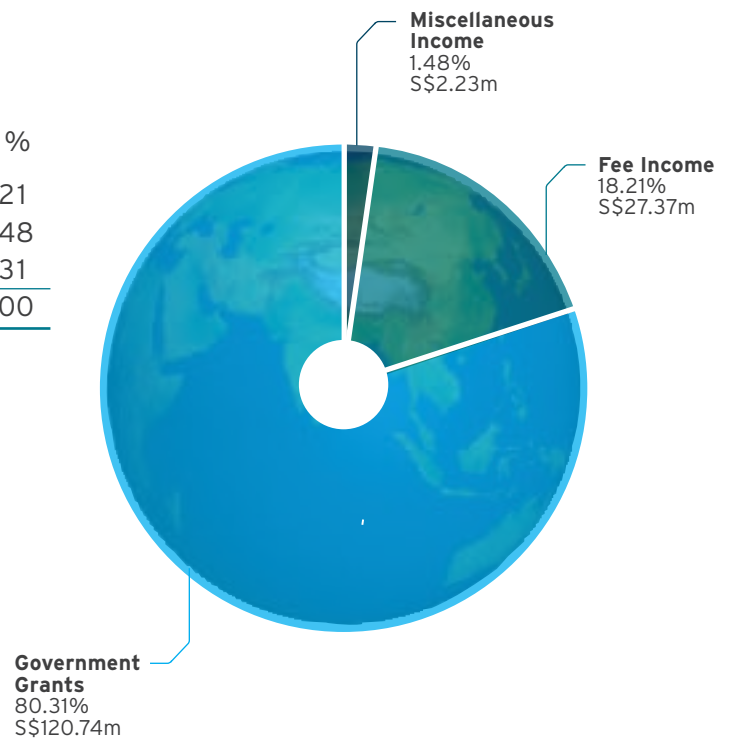
*The Diploma in Information Studies was renamed as the Diploma in Information Management for Year 1 students wef AY2002/2003



temasek polytechnic financial figures FY2003/2004

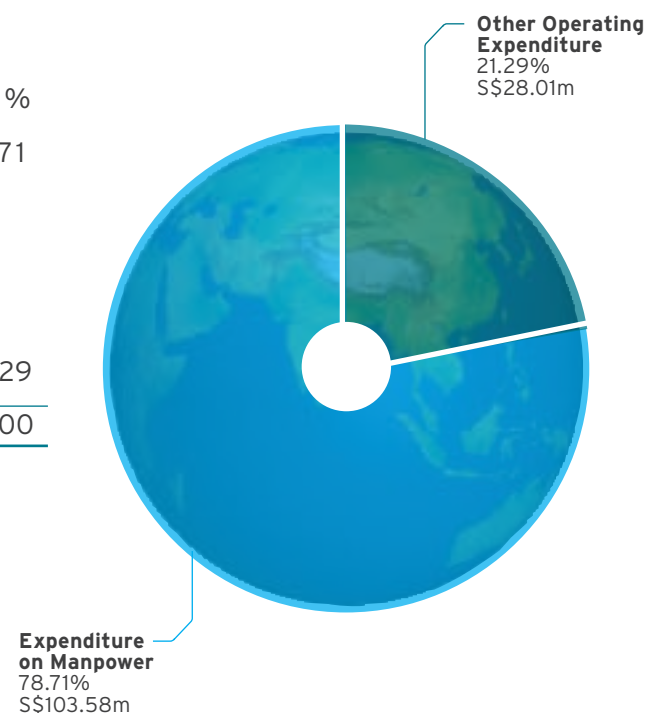
ACTUAL OPERATING INCOME

	S\$m	%
Fee Income	27.37	18.21
Miscellaneous Income	2.23	1.48
Government Grants	120.74	80.31
	<u>150.34</u>	<u>100.00</u>



ACTUAL OPERATING EXPENDITURE

	S\$m	%
Expenditure on Manpower	103.58	78.71
Other Operating Expenditure		
Staff related expenditure	1.97	
Student related expenditure	5.16	
Admin expenses & maintenance	20.88	
	<u>28.01</u>	<u>21.29</u>
	<u>131.59</u>	<u>100.00</u>



financial statements

temasek polytechnic report of the auditors

Appointed under Section 16(1) of the Temasek Polytechnic Act, Chapter 323A

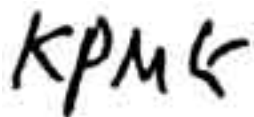
We have audited the financial statements of Temasek Polytechnic (the "Polytechnic") for the year ended 31 March 2004 as set out on pages 56 to 77. These financial statements are the responsibility of the Board of Governors of the Polytechnic. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements for the year ended 31 March 2003 were audited by another firm of Certified Public Accountants whose report dated 25 June 2003 expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with Singapore Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the Board of Governors, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion:

- (a) the financial statements of Temasek Polytechnic are properly drawn up in accordance with the provisions of the Temasek Polytechnic Act, Cap 323A ("the Act") and Singapore Financial Reporting Standards with such modifications and exceptions as stipulated in the Finance Circular Minute No. M44/2003 dated 31 October 2003 issued by the Ministry of Finance and on such basis present fairly, in all material respects, the state of affairs of the Polytechnic as at 31 March 2004 and the income and expenditure, changes in accumulated surplus and cash flows of the Polytechnic for the year ended on that date; and
- (b) the accounting and other records required by the Act to be kept including records of all assets of the Polytechnic whether purchased, donated or otherwise, have been properly kept in accordance with the provisions of the Act.

During the course of our audit, nothing came to our notice that caused us to believe that the receipt, expenditure and investment of monies and the acquisition and disposal of assets by the Polytechnic have not been carried out in accordance with the provisions of the Act during the year.



KPMG

Certified Public Accountants

Singapore

temasek polytechnic

statement of income and expenditure

for the year ended 31 March 2004

	Note	General Fund		Restricted Funds		Total	
		2003/04	2002/03	2003/04	2002/03	2003/04	2002/03
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating income							
<i>Education and General</i>							
Student fees		27,368	28,163	-	-	27,368	28,163
Other income		1,223	1,034	450	720	1,673	1,754
Donations		18	330	210	150	228	480
Courses, projects, seminars and talks		453	1,367	4,580	4,295	5,033	5,662
Student Projects		789	643	-	-	789	643
Staff Model Projects		57	82	-	-	57	82
		29,908	31,619	5,240	5,165	35,148	36,784
Operating expenses							
<i>Education and General</i>							
Salaries, CPF and other related costs	3	103,579	107,466	-	-	103,579	107,466
Depreciation	12	38,865	43,856	40	42	38,905	43,898
Repairs, maintenance and utilities		14,000	13,102	-	-	14,000	13,102
Property, plant and equipment expensed off		2,896	3,616	5	-	2,901	3,616
Staff benefits		1,973	2,863	-	-	1,973	2,863
Teaching materials and consumable supplies		2,067	2,470	-	-	2,067	2,470
Miscellaneous		1,087	1,460	498	439	1,585	1,899
Student welfare		1,389	1,654	-	-	1,389	1,654
Travelling and communication		1,435	1,533	-	-	1,435	1,533
Library books and materials		1,700	1,425	-	-	1,700	1,425
Public relations and publicity		783	903	-	-	783	903
Rental		612	778	-	-	612	778
Consultancy fees		391	611	-	-	391	611
Office supplies, stationery and periodicals		497	567	-	-	497	567
Computer software		118	166	-	-	118	166
Audit fee		42	47	-	-	42	47
Provision for losses incurred by a subsidiary	15	-	(54)	-	-	-	(54)
Courses, projects, seminars and talks		397	1,166	2,605	3,550	3,002	4,716
Student Projects		789	643	-	-	789	643
Staff model projects		57	82	-	-	57	82
		172,677	184,354	3,148	4,031	175,825	188,385

temasek polytechnic
statement of income and expenditure (cont'd)
for the year ended 31 March 2004

	Note	General Fund		Restricted Funds		Total	
		2003/04	2002/03	2003/04	2002/03	2003/04	2002/03
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating (deficit)/surplus	4	(142,769)	(152,735)	2,092	1,134	(140,677)	(151,601)
Non-operating income							
Interest	5	535	508	38	18	573	526
(Deficit)/Surplus before grants		(142,234)	(152,227)	2,130	1,152	(140,104)	(151,075)
Grants							
Deferred capital grants amortised:							
Government	10	37,265	42,222	–	–	37,265	42,222
Others	11	1,651	1,707	–	–	1,651	1,707
Operating grants:							
Government	6	122,070	126,895	–	–	122,070	126,895
		160,986	170,824	–	–	160,986	170,824
Surplus for the financial year		18,752	18,597	2,130	1,152	20,882	19,749



LIEW MUN LEONG

Chairman
Board of Governors



BOO KHENG HUA

Principal & CEO

temasek polytechnic balance sheet

as at 31 March 2004

	Note	2003/04 \$'000	2002/03 \$'000
Accumulated Surplus			
General Fund	7	78,643	59,891
Restricted Funds	7	14,278	12,148
		92,921	72,039
Temasek Polytechnic Endowment Fund	8	1,308	1,208
Staff and Student Loan Funds	9	7,004	7,268
Deferred Capital Grants			
Government	10	454,123	483,617
Others	11	2,791	3,501
		558,147	567,633
Non-current assets			
Property, plant and equipment	12	456,238	485,999
Capital work-in-progress	13	738	1,220
Loans to staff and students	14	5,021	5,374
Subsidiary	15	–	–
		461,997	492,593
Current assets			
Sundry debtors, deposits and prepayments	16	1,176	1,222
Course in progress		32	29
Loans to staff and students	14	832	509
Investment in bonds	17	2,250	2,250
Cash and cash equivalents	18	119,022	100,373
		123,312	104,383
Less:			
Current liabilities			
Government grants received in advance		8,271	6,962
Trade and other creditors	19	18,097	20,988
Provisions	15	–	446
Deferred income for course in progress		794	947
		27,162	29,343
Net current assets		96,150	75,040
Net assets		558,147	567,633

The accompanying notes form an integral part of these financial statements.

temasek polytechnic

statement of changes in accumulated surplus

for the year ended 31 March 2004

	<u>Accumulated Surplus</u>		
	General Fund \$'000	Restricted Funds \$'000	Total \$'000
At 1 April 2002	41,294	10,996	52,290
Surplus for the financial year	18,597	1,152	19,749
At 31 March 2003	59,891	12,148	72,039
Surplus for the financial year	18,752	2,130	20,882
At 31 March 2004	78,643	14,278	92,921

temasek polytechnic

statement of cashflows

for the year ended 31 March 2004

	Note	2003/04 \$'000	2002/03 \$'000
Operating activities			
Operating deficit before grants		(140,104)	(151,075)
Adjustments for:			
Depreciation of property, plant and equipment	12	38,905	43,898
Loss/(Gain) on disposal of property, plant and equipment		15	(100)
Allowance for bad and doubtful debts		–	4
Decrease in provision for losses incurred by a subsidiary		–	(54)
Provision for unutilised staff leave		27	303
Interest income		(573)	(526)
Operating deficit before working capital changes		(101,730)	(107,550)
Changes in working capital:			
Sundry debtors, deposits and prepayments		90	501
Creditors and accruals		(611)	(3,029)
Cash used in operations		(102,251)	(110,078)
Repayment/(Disbursement) of staff/student loans, net		30	(659)
(Refund)/Receipt of staff and student loan funds			
(to)/from government, net		(264)	1,581
Donations received for Temasek Polytechnic Endowment Fund		100	400
Grants received from other organisations		602	900
Cash flows from operating activities		(101,783)	(107,856)
Investing activities			
Interest received		519	568
Purchase of property, plant and equipment		(10,048)	(29,866)
Proceeds from sale of property, plant and equipment		29	164
Repayment of repayable grant on behalf of subsidiary		(474)	(110)
Capital expenditure for work-in-progress		(499)	(982)
Cash flows from investing activities		(10,473)	(30,226)
Financing activities			
Development grants received from Government		9,946	25,243
Development grants (refunded to)/received from Statutory Board		(704)	45
Operating grants received from Government		121,663	127,356
Cash flows from financing activities		130,905	152,644
Net increase in cash and cash equivalents		18,649	14,562
Cash and cash equivalents at beginning of the year		100,373	85,811
Cash and cash equivalents at end of the year	18	119,022	100,373

The accompanying notes form an integral part of these financial statements.

temasek polytechnic

notes to the financial statements

31 March 2004

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Governors on 25 June 2004.

1. Domicile and Activities

Temasek Polytechnic (the Polytechnic) was established in 1990 under the Temasek Polytechnic Act (Chapter 323A). It is domiciled in the Republic of Singapore and its campus is situated at 21 Tampines Avenue 1, Singapore 529757.

The principal activities of the Polytechnic is to provide instruction, training and research in technology, science, commerce, arts and other subjects of learning.

2. Summary of Significant Accounting Policies

(a) **Basis of Preparation**

The financial statements are prepared in accordance with Singapore Financial Reporting Standards (FRS) including related Interpretations promulgated by the Council on Corporate Disclosure and Governance (CCDG) and the applicable requirements of Temasek Polytechnic Act, Chapter 323A.

The financial statements were previously prepared in accordance with Singapore Statements of Accounting Standard (SAS). The effect of the transition from SAS to FRS on the financial statements is not significant.

The historical cost basis is used and amounts are expressed in Singapore dollars, unless stated otherwise.

(b) **Recognition of Income**

Tuition and other fees for an academic year are recognised over the period of service in a financial year.

Revenue for self-financing courses/projects are recognised based on percentage of completion, determined on a straight-line basis over the period of the courses/projects.

Interest income is recognised on an accrual basis.

(c) **Grants**

Government grants and contribution from other organisations utilised for the purchase of depreciable assets and donated assets at valuation are taken to the Deferred Capital Grant Account. The deferred capital grants are recognised in the Statement of Income and Expenditure over the periods necessary to match the depreciation of the assets purchased with the related grants.

Government grants to meet the current year's operating expenses are taken to the Statement of Income and Expenditure for the year.

Government grants are accounted for on an accrual basis.

2. Summary of Significant Accounting Policies (cont'd)

(d) **Funds**

General Fund

Income and expenditure relating to the main activities of the Polytechnic are accounted for through the General Fund in the Statement of Income and Expenditure.

Restricted Funds

Income and expenditure relating to funds set up for specific purposes are accounted for through the Restricted Funds in the Statement of Income and Expenditure.

The assets and liabilities of these funds are accounted for separately. However, for presentation purposes, they are pooled together with the other assets and liabilities of the Polytechnic in the Balance Sheet.

(e) **Subsidiaries**

Subsidiaries are companies controlled by the Polytechnic. Control exists when the Polytechnic has the power, directly or indirectly, to govern the financial and operating policies of a company so as to obtain benefits from its activities.

Investments in subsidiaries are stated in the Polytechnic's balance sheet at cost less impairment losses.

(f) **Property, Plant and Equipment**

Property, plant and equipment are stated at cost less accumulated depreciation. Donated assets are recorded at valuation as their cost base. Depreciation is calculated on the straight-line method to write down the cost of the property, plant and equipment over their estimated useful lives as follows:

Leasehold land	Remaining lease period
Leasehold building	50 years
Building improvements	5 years
Plant and machinery	10 years
Furniture, fittings and equipment	5 years
Computer hardware and software	3 to 5 years
Workshop equipment and machinery	5 to 10 years
Vehicles	5 years

Property, plant and equipment costing less than \$2,000 are written off to the Statement of Income and Expenditure in the year of purchase.

2. Summary of Significant Accounting Policies (cont'd)

(g) **Impairment**

The carrying amounts of the Polytechnic's assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. The impairment loss is charged to the Statement of Income and Expenditure.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount.

(h) **Investments**

Debt and equity securities held for the short term are stated at lower of cost or market value.

Gains and losses on disposal of debt and equity securities are taken to the Statement of Income and Expenditure.

(i) **Cash and Cash Equivalents**

For the purpose of the statement of cash flows, cash and cash equivalents comprise fixed deposits, cash on hand and bank balances.

(j) **Foreign Currency Transactions**

Foreign currency transactions are accounted for at the exchange rates prevailing at the date of the transactions. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year-end exchange rates are recognised in the Statement of Income and Expenditure.

(k) **Operating Leases**

Where the Polytechnic has the use of assets under operating leases, payments made under the leases are recognised in the Statement of Income and Expenditure on a straight-line basis over the term of the lease.

(l) **Provisions**

Provisions are recognised when the Polytechnic has a present legal or constructive obligation as a result of past events and it is possible that an outflow of resources will be required to settle the obligation, and reliable estimate of the amount can be made.

(m) **Employee Benefits**

Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to balance sheet date.

Defined contribution plan

Contributions to post-employment benefits under defined contribution plan (i.e. Central Provident Fund) are recognised as an expense in the Statement of Income and Expenditure.

temasek polytechnic
notes to the financial statements
31 March 2004

3. Staff Costs

	2003/04 \$'000	2002/03 \$'000
Salaries and wages	90,873	92,947
Contribution to defined contribution plan	12,706	14,519
	<u>103,579</u>	<u>107,466</u>

	2003/04	2002/03
Average number of permanent staff during the financial year	<u>1,299</u>	<u>1,351</u>

In addition to the permanent staff, the Polytechnic also engaged adjunct lecturers and temporary staff.

4. Operating (Deficit)/Surplus

	2003/04 \$'000	2002/03 \$'000
The following items have been included in arriving at operating (deficit)/surplus:		
Exchange loss	5	1
Operating leases	<u>442</u>	<u>547</u>

5. Interest Income

	2003/04 \$'000	2002/03 \$'000
Interest income		
Bonds	75	75
Fixed deposits	498	450
Current accounts	-	1
	<u>573</u>	<u>526</u>

6. Operating Grants - Government

	2003/04 \$'000	2002/03 \$'000
Operating grants received during the year	125,254	129,073
Less:		
Operating grants utilised on property, plant and equipment transferred to deferred capital grants		
- Government (Note 10)	2,888	1,725
Operating grants utilised on co-funded property, plant and equipment transferred to deferred capital grants		
- Others (Note 11)	296	453
	3,184	2,178
	<u>122,070</u>	<u>126,895</u>
Operating grants received since establishment of the Polytechnic	<u>966,161</u>	<u>844,091</u>
Cumulative operating grants received for GST subsidy	<u>38,967</u>	<u>32,545</u>

7. Accumulated Surplus

General Fund

Of the accumulated surplus of \$78.6 million (2003: \$59.9 million) in the General Fund, approximately \$0.35 million (2003: \$0.08 million) has been utilised for the purchase of property, plant and equipment or committed for future capital expenditure.

Restricted Funds

Restricted Funds comprise the following funds:

<u>Name of Fund</u>	<u>Purpose</u>
Bursary, Scholarship and Awards Fund	Providing financial assistance to needy students, scholarships to students and book prizes and medals to students and graduates who excel academically and in extra-curricular activities.
Staff Apartment Fund	Maintaining and upgrading of the Polytechnic's staff apartments.

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notes to the financial statements
31 March 2004

7. Accumulated Surplus (cont'd)

<u>Name of Fund</u>	<u>Purpose</u>
Temasek Polytechnic Endowment Fund	Providing financial support for: (a) staff development; (b) student development, focusing on international exchange; (c) promotion of innovation; (d) bringing relevant world-class expertise to the Polytechnic; (e) scholarships to outstanding students; and (f) bursaries to deserving needy students.
Miscellaneous Fund	
- Self-financing Project Fund	Conducting short and continuing education courses; upgrading Polytechnic's teaching facilities; and providing welfare and wellness activities for the Polytechnic's students and staff.

7. Accumulated Surplus (Cont'd)

Breakdown of the income and expenditure of the funds which are pooled under "Restricted Funds" in the Statement of Income and Expenditure is as follows:

Restricted Funds	Bursary, Scholarship and Awards Fund		Staff Apartment Fund		Temasek Polytechnic Endowment Fund		Miscellaneous Fund		Total	
	2003/04 \$'000	2002/03 \$'000	2003/04 \$'000	2002/03 \$'000	2003/04 \$'000	2002/03 \$'000	2003/04 \$'000	2002/03 \$'000	2003/04 \$'000	2002/03 \$'000
Operating Income										
Other income	-	-	450	720	-	-	-	-	450	720
Donations										
- tax deductible	130	126	-	-	-	-	-	24	130	150
- non tax deductible	80	-	-	-	-	-	-	-	80	-
Courses, projects, seminars and talks	-	-	-	-	-	-	4,580	4,295	4,580	4,295
	210	126	450	720	-	-	4,580	4,319	5,240	5,165
Operating Expenditure										
Depreciation	-	-	8	10	-	-	32	32	40	42
Miscellaneous	255	131	248	277	-	-	-	31	503	439
Courses, projects, seminars and talks	-	-	-	-	-	-	2,605	3,550	2,605	3,550
	255	131	256	287	-	-	2,637	3,613	3,148	4,031
Operating surplus/(deficit)	(45)	(5)	194	433	-	-	1,943	706	2,092	1,134
Non-Operating Income										
Interest	-	-	-	-	17	18	21	-	38	18
(Deficit)/Surplus for the year	(45)	(5)	194	433	17	18	1,964	706	2,130	1,152
Accumulated Surplus at 1 April	277	282	2,670	2,237	29	11	9,172	8,466	12,148	10,996
Accumulated Surplus at 31 March	232	277	2,864	2,670	46	29	11,136	9,172	14,278	12,148

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notes to the financial statements
31 March 2004

7. Accumulated Surplus (cont'd)

Restricted Funds	Bursary, Scholarship and Awards Fund		Staff Apartment Fund		Temasek Polytechnic Endowment Fund		Miscellaneous Fund		Total	
	2003/04 \$'000	2002/03 \$'000	2003/04 \$'000	2002/03 \$'000	2003/04 \$'000	2002/03 \$'000	2003/04 \$'000	2002/03 \$'000	2003/04 \$'000	2002/03 \$'000
Represented by:										
Property, plant and equipment	-	-	8	15	-	-	43	75	51	90
Sundry debtors and deposits	-	-	5	-	5	5	6	3	16	8
Course in progress	-	-	-	-	-	-	32	29	32	29
Cash and cash equivalents	232	277	2,851	2,664	41	24	11,945	10,139	15,069	13,104
Trade and other creditors	-	-	-	(9)	-	-	(96)	(127)	(96)	(136)
Deferred income for course in progress	-	-	-	-	-	-	(794)	(947)	(794)	(947)
	232	277	2,864	2,670	46	29	11,136	9,172	14,278	12,148

8. Temasek Polytechnic Endowment Fund

Donations and contributions made to the Temasek Polytechnic Endowment Fund are retained as principal capital to be kept intact to earn income.

Income and expenditure of the fund are taken to "Restricted Funds" in the Statement of Income and Expenditure (Note 7).

	2003/04 \$'000	2002/03 \$'000
At 1 April	1,208	808
Donations received	100	400
At 31 March	1,308	1,208
<i>Represented by:</i>		
Cash and bank balances	95	301
Fixed deposits	963	657
Investment in bonds	250	250
	1,308	1,208

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notes to the financial statements
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9. Staff and Student Loan Funds

(a) **Staff Loan Fund**

This fund, which comprises advances from Government, provides housing loans to staff. The housing loans are managed by a financial institution on behalf of the Polytechnic.

(b) **Tuition Fee Loan/Study Loan Funds**

Tuition fee loan fund, which comprises advances from Government, provides tuition fee loans to students. The tuition fee loans are administered by a financial institution.

Study loan fund, which comprises advances from Government, provides loans to needy students.

The income and expenditure of the above funds are taken to General Fund in the Statement of Income and Expenditure.

	Staff Loan Fund		Tuition Fee Loan Fund		Study Loan Fund		Total	
	2003/04	2002/03	2003/04	2002/03	2003/04	2002/03	2003/04	2002/03
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 April	1,938	1,938	5,323	3,742	7	7	7,268	5,687
Amount received from Government	-	-	165	1,581	-	-	165	1,581
Amount refunded to Government	(429)	-	-	-	-	-	(429)	-
At 31 March	1,509	1,938	5,488	5,323	7	7	7,004	7,268
<i>Represented by:</i>								
Outstanding loans								
Staff loans	994	1,508	-	-	-	-	994	1,508
Tuition fee loans	-	-	4,858	4,375	-	-	4,858	4,375
Study loans	-	-	-	-	1	1	1	1
Bank balance	515	430	630	948	6	6	1,151	1,384
	1,509	1,938	5,488	5,323	7	7	7,004	7,268

On 11 October 2001, the Ministry of Education issued a circular stating that with effect from financial year ended 2002/2003, all new staff housing loans should be obtained directly from financial institutions or from the Polytechnic itself instead of from the Government via Staff Loan Fund. Existing housing loans will continue to be borne by the Government until they are fully repaid. Repayment of these loans as well as unutilised funds would have to be returned to the Government. During the financial year, the Polytechnic received repayments amounting to \$0.51 million (2003: \$0.43 million) from staff.

10. Deferred Capital Grants - Government

	2003/04 \$'000	2002/03 \$'000
At 1 April	483,617	500,851
Development grants utilised on property, plant and equipment	4,883	23,263
Operating grants utilised on property, plant and equipment (Note 6)	2,888	1,725
	491,388	525,839
Amortisation of deferred capital grants	(37,265)	(42,222)
At 31 March	454,123	483,617
Capital grants received and utilised since establishment of the Polytechnic	793,221	785,450

11. Deferred Capital Grants - Others

	2003/04 \$'000	2002/03 \$'000
At 1 April	3,501	4,039
Grants utilised on property, plant and equipment	645	716
Operating grants utilised on co-funded property, plant and equipment (Note 6)	296	453
	4,442	5,208
Amortisation of deferred capital grants	(1,651)	(1,707)
At 31 March	2,791	3,501
Capital grants received and utilised since establishment of the Polytechnic	13,822	12,881

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notes to the financial statements
31 March 2004

12. Property, Plant and Equipment

	Leasehold Land and Building \$'000	Building Improvements \$'000	Furniture, Fittings and Equipment \$'000	Computer Hardware \$'000	Workshop Equipment and Machinery \$'000	Vehicles \$'000	Computer Software \$'000	Plant and Machinery \$'000	Total \$'000
Cost									
At 1 April 2003	474,723	17,459	54,553	74,229	29,368	227	24,890	78,339	753,788
Reclassification	(137)	(9)	(1,928)	(51)	1,950	-	104	71	-
Additions	854	2,134	1,845	2,020	1,437	-	817	89	9,196
Disposals	-	(21)	(1,178)	(3,471)	(118)	-	(930)	-	(5,718)
At 31 March 2004	475,440	19,563	53,292	72,727	32,637	227	24,881	78,499	757,266
Accumulated Depreciation									
At 1 April 2003	62,563	9,760	45,661	59,954	20,396	154	17,423	51,878	267,789
Reclassification	(1)	(1)	(225)	(10)	213	-	20	4	-
Depreciation charge for the year	8,882	2,875	3,315	8,714	3,786	42	3,444	7,847	38,905
Disposals	-	(21)	(1,167)	(3,465)	(99)	-	(914)	-	(5,666)
At 31 March 2004	71,444	12,613	47,584	65,193	24,296	196	19,973	59,729	301,028
Carrying Amount									
At 31 March 2004	403,996	6,950	5,708	7,534	8,341	31	4,908	18,770	456,238
At 31 March 2003	412,160	7,699	8,892	14,275	8,972	73	7,467	26,461	485,999

13. Capital Work-in-Progress

The work-in-progress relates to the costs incurred for the extension and improvement to the Tampines Campus.

	2003/04 \$'000	2002/03 \$'000
At 1 April	1,220	2,415
Additions during the financial year	1,547	3,995
	2,767	6,410
Amount capitalised as property, plant and equipment	(2,029)	(5,190)
At 31 March	738	1,220

14. Loans to Staff and Students

(a) **Staff Loans**

The staff loan fund provides housing loans to staff. Housing loans are repayable with interest at 5% per annum by monthly instalments over periods up to 30 years.

(b) **Tuition Fee/Study Loans**

Tuition fee loans are granted to students interest-free until 1 August in the year of their graduation. Thereafter, loans are repayable by monthly instalments with interest based on the average prime rates of the 3 local big banks or such other rate as may be determined by the Polytechnic.

Study loans are granted to students interest-free. Such loans are repayable by monthly instalments within 2 years from the 7th month immediately following the month of the borrowers' graduation.

	2003/04 \$'000	2002/03 \$'000
Due after 12 months		
Staff loans	909	1,391
Tuition fee loans	4,112	3,983
	5,021	5,374
Due within 12 months		
Staff loans	85	117
Tuition fee loans	746	391
Study loans	1	1
	832	509

Staff loans and tuition fee/study loans are disbursed from advances from the Government and repayment of the loans will eventually be returned to Government.

- (c) The Polytechnic bears no credit risk on loans extended to staff and students since the loans were fully funded by government grants.

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15. Subsidiary

Details of the subsidiary, incorporated and conducting business in the Republic of Singapore, are as follows:

Name of Subsidiary	Percentage Held by the Polytechnic	
	2003/04 %	2002/03 %
TP Innovation Holdings Pte Ltd	100	100

At the balance sheet date, the Polytechnic had given an undertaking to provide continuing financial support to the subsidiary and made the following provision for losses incurred by the subsidiary:

	2003/04 \$'000	2002/03 \$'000
At 1 April	446	610
Provision made/(utilised) during the financial year	(446)	(110)
Provision written back to Statement of Income and Expenditure	-	(54)
At 31 March	-	446

The assets, liabilities and results of the subsidiary have not been consolidated as they are considered to be not material to the Polytechnic's financial statements.

16. Sundry Debtors, Deposits and Prepayments

	2003/04 \$'000	2002/03 \$'000
Deposits and prepayments	422	584
Sundry debtors	727	638
Amount due from subsidiary	27	-
	1,176	1,222

17. Investment in Bonds

	2003/04 \$'000	2002/03 \$'000
Marketable securities, at cost	2,250	2,250
Market value	2,341	2,412

The bonds bear interest rates ranging from 3.215% to 4.17% (2003: 3.215% to 4.17%) per annum as at the balance sheet date. Interest is receivable on a semi-annually basis.

18. Cash and Cash Equivalents

	2003/04 \$'000	2002/03 \$'000
Fixed deposits with financial institutions	115,190	91,335
Cash and bank balances	3,832	9,038
	<u>119,022</u>	<u>100,373</u>

The fixed deposits bear interest rates of 0.6% to 0.78% (2003: 0.5625% to 1.375%) per annum as at the balance sheet date. Interest rates are repricable at intervals of three or six months.

19. Trade and Other Creditors

	2003/04 \$'000	2002/03 \$'000
Trade creditors	7,007	8,326
Sundry creditors	4,307	5,161
Accruals	5,515	5,326
Other grants received in advance	1,268	2,175
	<u>18,097</u>	<u>20,988</u>

20. Taxation

By virtue of Section 13M(2)(b) of the Income Tax Act, Chapter 134, the Polytechnic is exempted from taxation provided 80% of its adjusted income for each financial year is spent for charitable purposes by the end of the following year.

As the Polytechnic had met the 80% spending requirement, no provision for taxation has been made in the financial statements for the current financial year.

21. The Temasek Polytechnic General Education Fund

In November 2002, the Board of Governors of the Polytechnic approved the setting up of the Temasek Polytechnic General Education Fund. The fund was subsequently granted the membership by the Ministry of Education under the Education Central Fund for a period of five years with effect from 1 April 2003. The membership is subject to renewal upon expiry.

Under this membership, the Polytechnic is allowed to issue tax-deductible receipts to donors for donations contributed towards Bursary, Scholarship and Awards Fund, Temasek Polytechnic Endowment Fund and other education related activities which qualify for tax deduction. The Polytechnic has set up a Management Committee to administer the receipts and disbursement of the tax-deductible donations given by the donors.

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21. The Temasek Polytechnic General Education Fund (cont'd)

The statement of the tax-deductible donations received for the Bursary, Scholarship and Awards Fund and Temasek Polytechnic Endowment Fund and the disbursements in the financial year is given below:

	2003/04 \$'000
Tax-deductible donations received:	
Endowment Fund	-
Bursaries, scholarships and awards	130
Other income	2
	<hr/> 132
Disbursements:	
Bursaries, scholarships and awards	(200)
Excess of disbursements over donations and income	<hr/> (68) <hr/>

The disbursements were made from donations received in current and prior years.

22. Commitments

The future minimum lease payments under non-cancellable operating leases are payable as follows:

	2003/04 \$'000	2002/03 \$'000
Not later than one financial year	241	420
Later than one financial year but not later than five financial years	151	221
	<hr/> 392 <hr/>	<hr/> 641 <hr/>

23. Appropriation of Accumulated Surplus

The Polytechnic received a memo from Ministry of Education dated 3 July 2002 which confirmed that Ministry of Finance (MOF) had no objection for the Polytechnic to retain the unutilised surplus generated prior to financial year 2000/2001 as working capital.

For the surplus generated from financial year 2000/2001 onwards, the Polytechnic is allowed to retain all funds in accordance with MOF's circular dated 4 December 2000.

24. Financial Instruments

Risk management is integral to the whole activities of the Polytechnic. The Polytechnic has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The Polytechnic continually monitors the Polytechnic's risk management process to ensure that an appropriate balance between risk and control is achieved.

Credit risk

Credit risk is the potential loss resulting from the failure of a student or a counterparty to settle its financial and contractual obligations to the Polytechnic, as and when they fall due.

Cash and fixed deposits are placed with banks and financial institutions which are regulated.

At the balance sheet date, there was no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the balance sheet.

Liquidity risk

The Polytechnic monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate to finance the Polytechnic's operations and to mitigate the effects of fluctuations in cash flow.

Interest rate risk

Surplus funds from the Polytechnic's operations are invested in bank deposits. The Polytechnic's exposure to interest rate risk relates primarily to the fixed deposits.

Foreign currency risk

The Polytechnic incurs minimal foreign currency risk on sales and purchases as these are predominantly denominated in Singapore dollars.

Fair values

Except for fair value of bonds disclosed in Note 17, the carrying amounts of all other financial assets/liabilities as at the balance sheet date approximate their fair values due to the relatively short term maturity.

25. Comparative Figures

Comparative figures of the financial statements were audited by another firm of Certified Public Accountants. Certain comparatives have been changed to conform with the current year's presentation.

