

Towards An Entrepreneurial University

2010 Annual Report

HAK MILIK

PEJABAT HAL EHWAL KORPORAT

Universiti Teknologi Malaysia
UTM Kampus Johor Bahru
81310 Johor Bahru

PEJABAT HAL EHWAL KORPORAT
Universiti Teknologi Malaysia
81310 UTM, Johor Bahru, Johor



What is the use of our skills and material possessions if we dare not dream as big as all of our dreams combined? As a world-class university, UTM seeks to build, brick by brick, student by student which has been decades in the making, but, due to its persistence and commitment, it has yielded the expected results. Now it is blossoming because all the right ingredients are there. We build it and were rewarded this year with the status of Research University, one out of the five in Malaysia. As we seek to fire up our efforts further, this year we injected two vital elements to fuel the mix: imagination and will.

Vision

To be recognised as a world class centre of academic and technological excellence.

Mission

To be a leader in the development of human capital and innovative technologies that will contribute to the nation's wealth creation.

Aspiration of 2010

To be a global and inspirational research university, thriving with academic excellence fueled by creativity, innovation and high value.

To create an eco-system of scholars, teachers and staff who bounce ideas and passion off each other and are never contented to remain still.

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Biography

Her Royal Highness Raja Zarith Sofiah binti Almarhum Sultan Idris Shah
The Chancellor

HRH Raja Zarith Sofiah is a respected royal intellect and philanthropist, an alumni of Oxford, who is actively involved in intellectual engagements as well as voluntary work in several charities and organisations. HRH is currently the Royal Patron for the Malaysian English Language Teachers Association (MELTA); Royal Fellow of the School of Languages and Linguistic Studies, Universiti Kebangsaan Malaysia; and a Resident Writer of Universiti Teknologi Malaysia. Besides that, HRH is actively involved as a keynote speaker at various international conferences, renowned for her views on global understanding and bridging differences among nations and religions. In addition, HRH is also a prolific writer, having been a guest writer with The New Straits Times Malaysia and The Star.

The list of HRH's accomplishments includes being the president of the Johor Girl Scouts Association, and Patrons for the Spastic Children's Association of Johor, Tebrau Rotary Foundation Club as well as the Johor Red Crescent. HRH is also an avid painter as her paintings have been honoured in the past with the 'Best Illustrator' award for the children's category at the National Book Awards Ceremony organised by the Ministry of Education.

Dato' Dr Muhammad Ridzuan b. Hj Salleh
The Pro-Chancellor

Dato' Dr Muhammad Ridzuan Salleh is a Professional Engineer involved in major engineering projects locally and internationally and has a diversified career spanning over 28 years. He has won many academic, professional and royal awards and held many positions in prestigious national and international bodies. He has also published numerous papers in learned journals and international conference proceedings.

Dato' Dr Ridzuan is currently the President of Kenyir One Sdn Bhd (KOSB), a joint-venture between himself and Syarikat Air Terengganu Sdn Bhd. He belongs to a selected group of scientists elected as the Founding Fellow of the Malaysian Academy of Science. His previous experience was a Director of the Council of Tall Buildings and Urban Habitat in Chicago, USA. He was also the Vice Chancellor of Universiti Teknologi Malaysia from April 1990 to May 1994 and the Chairman of the Advisory Council of Malaysian Armed Forces Academy, Ministry of Defense from 1995 to 2000.

Tun (Dr) Abdullah bin Ayub
The Pro-Chancellor

Tun (Dr) Abdullah Ayub has held important positions in the civil service in Malaysia. He was the Chief Secretary to the government of Malaysia from 1979 to 1981, a respectable position which he held in high esteem. He was also the former Chairman of the Tribunal Civil Servant, Chairman of the Employees Provident Fund (EPF) and Chairman of the former National Electricity Board (NEB). Besides this impressive service portfolio, he was also appointed as a Senator in the Senate, Parliament of Malaysia from 2001 to 2004.

He has been active in voluntary organizations as chairman for organisations such as Board of Klang Islamic College, Board of Trustees of the Islamic College of Malaya (LAKIM) and was a former President of the Government Pensioners Association of Malaysia and Johor Corporation.

Tan Sri Salleh Mohd Nor
The Pro-Chancellor

Tan Sri Salleh Mohd Nor is a forestry expert and has successfully raised the country's name in the field of forestry. He was the pioneer who helped established the Forest Research Institute of Malaysia and the Malaysian Nature Society, of which he is the longest serving President. Tan Sri Salleh was also the first non-American and non-European president for the International Union of Forestry Organizations (IUFO) which has been established for more than 100 years.

Tan Sri Salleh has received various awards for his achievements. His expertise in forestry has won him many awards including the National Science Award. On the home ground, his list of accomplishments continues to increase as he had led the successful implementation of the first ever national forest inventory for Peninsular Malaysia. Besides that, he had been appointed as an Adjunct Professor in local universities and was the ex Chairman for the Board of Directors of Universiti Malaysia Terengganu. Another feather in his cap, he was appointed as a Senior Fellow for Akademi Sains Malaysia in 2004 which designated him the title of Academician.



Duli Maha Mulia Raja Zarith Sofiah Binti Almarhum Sultan Idris Shah
Chancellor



Tun (Dr.) Abdullah bin Ayub
Pro-Chancellor



Dato' Dr. Muhammad Ridzuan bin Hj. Salleh
Pro-Chancellor



Tan Sri Dr. Salleh bin Mohd Nor
Pro-Chancellor

CHAIRMAN'S MESSAGE

Elevating The University Towards High Value Creation

The year 2010 saw UTM implementing various strategic approaches in terms of policies and initiatives towards achieving the Innovation and Research University status. The strategies implemented are based on the New Economic Model proposed by the government which aims towards developing a high value economy through creativity and innovation.

To implement these strategic approaches, initiatives towards branding and strengthening the institution have been implemented. The university has reorganised and coordinated the role of some of its centres of excellence and faculties in UTM International Campus Kuala Lumpur and UTM Johor Bahru. This restructuring is based on new niche markets in human capital needs as well as in tandem with the country's direction.

The UTM International Campus in Kuala Lumpur is seen as a timely provider for the new market of postgraduates and a venue for executive level programmes that are relevant to current needs. It is located in the heart of the city and in the proximity of agencies, conglomerates, companies, small and medium industries. Easy access to these facilities makes the university an ideal venue for learning. In fact it was designed specially to be a hub for international students. Three centres of excellence have been upgraded into faculties, namely UTM Advanced Informatics School, UTM Razak School and UTM Perdana School.

In the UTM Johor Bahru campus, two new faculties were established: the Faculty of Islamic Civilisation, and the Faculty of Petroleum and Renewable Energy Engineering which was formerly part of the Faculty of Chemical Engineering. This restructuring is in tandem with the national aspiration to provide workforce needed in new areas of human capital development for the nation.

To promote the university internationally, the university cooperated with 48 institutions and universities abroad in 2010 through collaborative research, student and staff exchange and joint supervision of Masters and Doctoral levels. These strategic alliances have advanced UTM to be among the best universities in the region.

Efforts to enhance the university's reputation have been intensified further through the establishment of satellite offices in Japan, Qatar, Saudi Arabia and Boston, USA that can be used for the benefit of prospective students, lecturers, researchers, students and staff of UTM. The satellite offices allow easy access to information and communication with countries that have high market value in terms of strategic cooperation in various fields and with the intention of attracting prospective students. The initiatives to elevate the university would also benefit UTM's students and staff. The global exposure provided for UTM

graduates will enhance their marketability abroad. One of the initiatives is the use of Harvard Business School (HBS) case studies as part of the learning materials in collaboration with Harvard University. This provides opportunities for students to gain exposure in resolving real problems at the global level.

UTM also provides opportunities for student involvement in mobility programmes, where students are given the opportunity to travel abroad through the Global Outreach Programme, Summer School and Study Abroad Programmes. In 2010, a total of 2,242 UTM students experienced the Global Outreach Programme by visiting 22 countries.

Emphasis on high impact research conducted at the university was executed through relevant research initiatives that were implemented with industries and by developing strategic alliances with key industry partners to produce marketable research products of value. Research conducted also benefitted industries and local communities. One of the significant projects is the cooperation with PROTON for the Electric Vehicle (EV) project. Apart from working with industries, UTM has also enlisted the cooperation of major research institutions in the country as well as overseas such as SRI International.

Taking the role as a knowledge institution, the University also worked towards improving the efficiency of governance through prudent spending and effective management by creating a conducive climate that encourages innovations among the campus community. Various initiatives have been implemented to encourage a culture of innovation among such as an award that was created to acknowledge participation of staff and students in programmes that encourage creativity and innovation.

On behalf of the Board of Directors, I would like to take this opportunity to express our sincere appreciation and gratitude to HRH Tuanku Chancellor, the Pro-Chancellors, the Higher Education Minister, Vice-Chancellor, Members of the Board of Directors, Members of the Senate, senior officials, students and staff of UTM for their commitment and efforts towards continuous advancements, the university and the nation as a whole for their contributions in the year 2010. Congratulations to UTM, as the commitment as well as cooperation of all UTM staff and students culminated has paved the way for the university to be given the status of a Research University in 2010

Tan Sri Abdul Halim b. Ali
Chairman
Board of Directors



“UTM is committed to adopt the innovation culture as the basis of its advancement, in line with the concept of knowledge culture that encourages change, creativity and dynamism. This effort is geared towards 'elevating' the status of UTM to greater heights, such that its position and contribution are appreciated by everyone including the academic community, students and all levels of the university community. Generating high-value product and services refers to the enrichment of our idealism, thinking and skills that would enable us to progress through the process of innovation that would benefit our customers and the society as a whole.”

Prof. Dato' Ir. Dr. Zaini Ujang

Towards An Entrepreneurial Research University

Innovation has been a key focus in our University, and the past year saw UTM taking steps to translate its intentions into reality. All along 2010, we injected the idea of innovation, the core of what it means, into every single effort and the thought processes going through our offices, laboratories and lecture halls. This is because innovation is more than good ideas and scientific discoveries.

Our hard work has paid off and UTM obtained from the Ministry of Higher Education the Research University status on 10th June 2010. It was an immensely proud moment for us, knowing that we are part of Malaysia's accelerating policy efforts aimed at strengthening its national innovation systems. Combined with the National Innovation Award 2010 win, UTM's third after 2006 and 2009, as well as the SETARA (Rating System for Higher Education Institutions in Malaysia) audit results for 2009 which placed UTM at Level 5 (Excellent), our University has come forth to meet our country's resolute goals. As a sign of the public's faith in our standards, we also took home a Reader's Digest Trusted Brand award (Universities category) from Reader's Digest Asia in May.

As for our student transformation programme, we successfully implemented a strategy which looked at improving the quality of our student admissions at the degree level. At the same time, this allowed us to pinpoint excellent undergraduates who would be valuable additions into UTM's master and doctorate programmes. In 2010, the total number of postgraduates increased to 9,107 people, compared to 13,841 undergraduates, a significant jump in the number of intakes from the previous year.

We now also have, for the first time, more than 3,000 international graduates comprising of 752 undergraduates and 2,566 postgraduates in 2010.

In the QS World University Rankings 2010, UTM's environmental science programmes were rated in the top 150 in the world, as well as coming in as one of the best 200 universities for its civil engineering and chemical engineering programmes.

However, we have a long way to go and much more to do. Entrepreneurship is the spirit that leads people to think of new ways, try fresh methods or experiment with out-of-the-box problem-solving in all areas; be it the way we learn, teach or manage. For us at UTM, wielding innovation through entrepreneurship is not some central idea in the popular imaginary way or just a catch phrase - it is something we would like to bring into the everyday reality at our University.

Our Key Performance Indicator (which we have turned into Key 'Amal' Indicators) allows easy monitoring and implementation at all levels. To enhance the skills and value of our graduates, we introduced various approaches, such as utilising the Harvard Business School's education case studies. This co-operation with the prestigious Harvard University allows us to improve and take our academic approaches to a higher level. Learning about the world is both inspiring and enriching for youths and we have also successfully implemented several strategic approaches that would give our students a more global outlook.

These student mobility programmes include the Global Outreach Programme, our Summer School and the Study Abroad Programme. In 2010, there were 2,242 UTM students who benefitted from Global Outreach programme, visiting and learning in 22 different countries. They came back energised, motivated, and eager to do, learn and achieve more in the world.

As the University is aware that our friends in the industry have set the tone of research and the employability of our graduates, we boosted our

collaborations with them to develop even more research opportunities. An example of this, is the project we have with Proton to develop an electric vehicle. In 2010, UTM remained the top generator of intellectual property rights for the nation with as many as 259 intellectual property rights obtained. A total of 136 were in the category of patents and utility innovation. Our intellectual property rights have also been expanded to four countries - the United States, Europe, Japan and Australia.

I am extremely proud of our researchers' success, winning several special and prestigious national awards. They have proven that they will be able to compete globally and are a continuing source of inspiration for the whole UTM ecosystem.

It has been an eventful and exciting year. On the whole, 2010 saw our University's achievements soaring to greater heights by attaining the status of Research University. This has been a humbling and inspiring journey. We know that innovation can only be internalised if entrepreneurial thinking becomes the framework of our thinking. In view of this, UTM's role as a Research University will be firmly entrenched with entrepreneurship in mind.

We aim to do justice to the research university status awarded and will continue to intensify our efforts even further, never resting our laurels.

Prof. Dato' Ir. Dr. Zaini b. Ujang
Vice-Chancellor

BOARD OF DIRECTORS

Tan Sri Abdul Halim bin Ali
Chairman, Board of Directors

Y. Bhg. Tan Sri Abdul Halim was appointed to the Board of Directors on 13 March 2002.

He joined the Ministry of Foreign Affairs and served in the Malaysian Diplomatic Service from 1966 to 1996. During this period, he served in several diplomatic missions overseas, including ambassadorial appointments in Vietnam and Austria. He was appointed the Chief Secretary to the Government of Malaysia in 1998 and retired in 2001. After his retirement, he was made the Chairman of the Employees Provident Fund Board until January 2007. Currently, Tan Sri Abdul Halim is the Chairman of Malaysia Building Society Bhd, Malakoff Corporation Berhad and Multimedia Development Corporation Sdn Bhd. He also sits on the Board of Minority Shareholder Watchdog Group, ESSO Malaysia Bhd and IJM Bhd.

Tan Sri Dato' Ir. (Dr.) Wan Abdul Rahman bin Haji Wan Ya'acob
Board Member

Tan Sri Dato' Ir. (Dr.) Wan Abdul Rahman Haji Wan Yaacob was appointed to the Board of Directors on 1 August 2001.

He is an Alumni of UTM and is an experienced engineer leading many national professional bodies. He obtained a Diploma in Civil Engineering from the Technical College, Kuala Lumpur in 1963, Diploma in Civil & Structural from Brighton College of Technology, United Kingdom in 1965, and attended an Advanced Management Programme from Harvard Business School Boston, Massachusetts, USA in 1993. He was conferred the Honorary Doctorate of Engineering by the University of Birmingham, United Kingdom in 1994. He is a Fellow of the following institutions: Chartered Institute of Buildings (U.K.), Institute of Highways & Transportation (U.K.), Institute of Civil Engineers (U.K.), Institute of Engineers, Malaysia and Academy of Sciences, Malaysia. Tan Sri Dato' Ir. (Dr.) Wan Abdul Rahman began serving in the Public Works Department in 1964 and was its Director General from 1990 until his retirement in 1996. He is a Director and Chairman of seven engineering companies listed in the Kuala Lumpur Stock Exchange and 10 private companies. He also served as the Chairman of the Board to government bodies such as the Construction Industry Development Board Malaysia (CIDB), Malaysia Standard & Accreditation Council, Board of Appeals, Malaysia Architects Act 1967, Members of the Copyright Tribunal, Copyright Act 1987 and the Trustees of Telekom Foundation.

Pof. Dato' Ir. Dr. Zaini bin Ujang
Board Member

Prof. Dato' Ir. Dr. Zaini Bin Ujang was appointed to the Board of Directors on 1 October 2008.

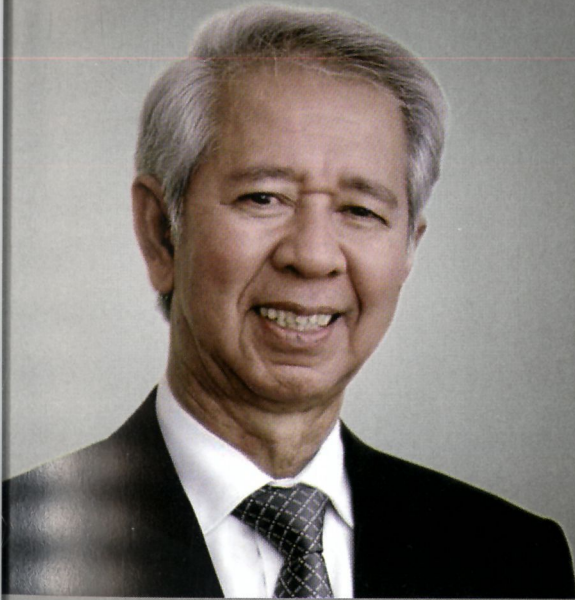
He obtained his B.Eng. (Chem. Eng.) from UTM and his MSc and PhD in environmental engineering from University of Newcastle, UK. He is also an Alumnus of the Harvard Business School (AMP 177), a Fellow of the Academy of Science Malaysia, King Saud University and the Institute of Chemical Engineers, UK as well as the Chairman of the Environmental Quality Council, Malaysia. He is a professional environmental engineer cum scientist who integrates studies on water ecology with engineering systems aimed at pollution control and sustainability, especially with reference to river rehabilitation in developing countries. His interest in the field has enabled him to collaborate with leading scholars worldwide, particularly in membrane bioreactor, granulation process and biofouling control. He also sits on various boards such as the Chemical Companies of Malaysia (CCM), Institute of Sultan Iskandar for Urban Habitat and High Rise Buildings and is the Chairman of Proton Technology Advisory Council, a leading car manufacturer in South East Asia. For his remarkable contributions to the nation, he was the first recipient of the prestigious Malaysia Merdeka Award in 2009 for the category of Outstanding Scholastic Achievement. He has registered more than 20 intellectual property rights and published more than 250 technical papers and 27 books.

Tan Sri Dato' Mohd. Ramli bin Kushairi
Board Member

Tan Sri Dato' Mohd Ramli Bin Kushairi was appointed to the Board of Directors on 15 March 2004.

He began his career in the public service in 1961 as an Assistant Secretary at Bank Negara Malaysia. From 1965 to 1972, he served in senior positions at the Tariff Advisory Board and Federal Agricultural Marketing Authority. From 1972 to 1983, he served as a Director and subsequently became the Group Managing Director of Kumpulan Fima Berhad, a Government-owned Company. He was the Vice President of the Malay Chamber of Commerce, Malaysia, Secretary-General of the National Chamber of Commerce and Industry Malaysia, and the Asean Chambers of Commerce and Industry. He had also served as UMNO Liaison Secretary of Federal Territory from 1980 to 1982, and was a member of the Advisory Board of Dewan Bandaraya. He is currently the Chairman of South Malaysia Industries Berhad and a member of the National Standards & Accreditation Council, where he also serves as Chairman of the Council's Standards Committee. Besides that, he is a member of the Board Trustees of Yayasan Tuanku Bainun and Yayasan Suluh Budiman Universiti Pendidikan Sultan Idris and a member of the International Advisory Board of the University of Hull, England.

BOARD OF DIRECTORS



BOARD OF DIRECTORS

Tan Sri Dr. Zulkefli b. A Hassan Board Member

Tan Sri Dr. Zulkefli bin A Hassan was appointed to the Board of Directors on 1 August 2005.

Tan Sri Dr. Zulkefli bin A Hassan began his career in the civil service as an Assistant Secretary of the Treasury (1974-1976) and was Assistant Director in the Economic Planning Unit, Prime Minister's Department (1976-1979) and the Deputy Financial Officer of Selangor (1979-1982). He has also held various posts from 1982 to 2005. His previous appointments included being Deputy State Secretary/ Director of Malacca Economic Planning Unit; Chief Assistant Secretary, Ministry of Agriculture; Director of Bumiputera Participation Co-ordinating Section for Penang, Prime Minister's Department; Managing Director JKP Sdn Bhd (a subsidiary of Minister of Finance Incorporated); Deputy Director (Academic) INTAN and Director of Training Division Public Services Department. His last posting before being appointed as the Chairman of the Board of Directors for Universiti Kebangsaan Malaysia was the Secretary General of MOHE from 8 December 2005 until his retirement early this year.

Dato' Mohamed Nazim Bin Tun Abdul Razak Board Member

Dato' Mohamed Nazim bin Tun Abdul Razak was appointed to the Board of Directors on 16 October 2009.

He graduated from the Architectural Association School of Architecture, London UK. Dato' Mohamed Nazim Bin Tun Abdul Razak is an Architect by profession and has extensive experience in a number of renowned architect firms such as NR Associates Sdn. Bhd, Group Architects, Biscoe & Stanton Architects, Geoffrey Reid Associates and YRM Architects. In addition to his architecture career, he is experienced in holding key positions in several major financial companies such as a Director in Hong Leong Bank, Hong Leong Islamic Bank, ING Insurance Berhad and HLG Capital Berhad. He is currently the Managing Director of NRY Architects Sdn Bhd and Chairman of Bandar Tasik Semenyih Sdn Bhd. He has also held the position of President of Teakwondo Malaysia and is actively involved in Rahah Foundation, Haqqani Foundation and Center for Creative Children and GPMS Foundation.

Dato Za'ba Che Rose Board Member

Dato' Hj. Za'ba bin Che Ros was appointed to the Board of Directors on 1 October 2006.

Dato' Hj. Za'ba Bin Che Ros obtained his Diploma in Public Administration from INTAN, Bachelor of Arts (Honors) Degree from University of Malaya, and Master in Business Administration from Universiti Kebangsaan Malaysia. He is currently the Director of Payments Unit, Ministry of Finance, Malaysia. He has extensive experience as a public servant beginning in 1975 as the Deputy Director, Ministry of Youth and Sports. He has held senior positions in several ministries including Public Service Department, Ministry of Transport, INTAN, Selangor State Secretariat, the Shah Alam Town Council and finally at the Ministry of Finance, Malaysia.

Dato' Abd. Latiff b. Yusof Board Member

Dato' Hj. Abd. Latiff bin Yusof was appointed to the Board of Directors on 1 June 2008.

He obtained his Bachelor of Arts Degree from University of Malaya. He has extensive experience as he has held several key positions as a state employee since 1975 by working as an Assistant Collector at the Land Revenue Land Office, Kota Tinggi. He has also held key positions in various departments including being the Mayor of the City Council of Johor Bahru from 22 February to 31 October 2006. He was the 21st State Secretary of Johor beginning 20 October 2006 until his retirement on 13 March 2011. Currently, he is the Chairman of Iskandar Malaysia Transport Steering Committee (IMTSC).

BOARD OF DIRECTORS

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UNIVERSITY MANAGEMENT COMMITTEE MEMBERS

ZAINI BIN UJANG

Prof. Dato' Ir. Dr.
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D.S.N.S., D.N.S., PPT., A.M.P. (Harvard), Ph. D. (Env. Eng.)
(Newcastle), M. Sc. (Env. Eng.) (Newcastle),
B. Eng. (Chem. Eng.) (UTM), F.A.Sc. (M), F.I. Chem.E.
(U.K), F.M.I.M (M), C. Eng. (U.K. Eng. Council),
C.Sci. (U.K. Science Council), P Eng. (M), M.I.E.M.,
M.C.I.W.E.M. (U.K), M.I.W.A. (U.K.)

MOHD AZRAAI BIN KASSIM

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Deputy Vice-Chancellor (Academic & International)
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Eng. (Manchester), B. Sc. (Hons.) (Civ.Eng.)
(Manchester), C.P. Eng. (ASEAN), P Eng., M.I.W.A
(U.K.), M.I.E.M., M.M.S.E.T., M.M.W.A., E.P.R.M
(M'sia)

WAN MOHD. ZAWAWI BIN WAN ABD. RAHMAN

Registrar
K.M.N., B.I.S. (Hons.) (UKM)

HAMDANI BIN SAIDI

Prof. Dr.
Director, UTM International Campus
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(Chem. Eng.) (Louisiana), B. Sc. (Chem. Eng.)
(Louisiana), M.I. Chem.E (U.K)

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(Industrial Eng.) (Osaka), Post Grad. Dip. (Integrated
Surveys)(ITC, The Netherlands), B. Sc. (UPM)

MOHD. TAJUDIN BIN HJ. NINGGAL

Prof. Datuk Dr.
Deputy Vice-Chancellor (Student Affairs & Alumni)
D.P.S.M., Ph. D. (Counselor Edu. & Supervision)
(Western Mich.), M. A. (Counselling Psychology)
(Western Mich.), B. Ed. (Hons.) (Counselling &
Guidance) (UPM), Cert. Ed. (T.E.S.L.) (MPMK),
K.B.P.A. (M'sia) Certified NLP (Singapore)

SHARIFAH `ALWIAH BINTI SYED ALWI

Bursar
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AZLAN BIN AB. RAHMAN

Prof. Dr.
Director of Corporate Affairs
Ph. D. (Structural Eng.) (Surrey), M. Sc. (Bridge Eng.)
(Surrey), B. Sc. (Civil Eng.) (U.M.I.S.T.)

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(Control & Computer) (Cranfield), B.Sc. (Hons.)
(Southampton), S.M.I.E.E.E

KAMARIAH BINTI NOR MOHD DESA

Chief Librarian
M.A. (Lib. & Info. Studies) (Loughborough),
B. L. Sc. (UiTM)

WAHID BIN OMAR

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Ph. D. (Structural Eng.) (Birmingham), M. Sc.
(Bridge Eng.) (Surrey), B. Sc. (Civil Eng.)
(Hons.) (Strathclyde), PEng. M.I.E.M.

AZHAM BIN RAMLI

Senior Deputy Registrar / Secretary
M.P.A. (UM), B. Econs.(Hons.) (UM)

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ACADEMIC REVIEW

In the Malay language, *modal insan* is commonly translated as 'human capital' or the 'model citizen' in common parlance. Over the past three years, UTM has been striving to make the university a league of *modal insan* which embodies its core meaning - ideal human beings who are of great value to their community and country. However, we view our ecosystem of *modal insan* on a higher level - whereby people are driven by the spirit of innovation, creativity and entrepreneurship as well as the aspiration to ingrain high value, integrity and a sense of worth in everything we do.



With *modal insan* in mind, the role of UTM is no longer merely preparing academic programmes to fulfill the need for skilled workers especially in the field of technology and engineering. The recognition given as a research university enables UTM to play an even greater role in the preparation of an intellectual ecosystem, one that is capable of using creativity and innovation in Malaysia's knowledge transformation. This would transform the university to be a generator and catalyst for the national economy. Such changes will make Malaysia be more competitive and relevant, besides becoming a hub for higher educational excellence in the region.

In the year 2010, UTM focused its efforts to become a dynamic league, an association of individuals having a common goal. As a research university, UTM's focus has gone beyond undergraduate study. The University paid greater attention to research-based masters' degrees. By 2012, UTM is projecting that there will be 3,000 PhD graduates compared to around 2,000 PhD graduates that it currently has. The admission rate of postgraduate and doctorate-level students in the field of technology and engineering in UTM is currently at 43 per cent which is the highest figure when compared to other institutions of higher learning in Malaysia.

As a research university with an emphasis on technology, UTM takes its cue from other esteemed research universities like Massachusetts Institute of Technology (MIT), Imperial College London (ICL) Oxford University and University of Cambridge. UTM wants not only to produce generations of innovative scholars who will be able to generate important research and intellectual property, it hopes that those

scholars will also possess excellent leadership skills, an international outlook and a view of contributing to society.

UTM has been fiercely proactive by taking the initiative to establish several new faculties, institutions/schools, as well as new programmes and courses which have been approved by the Higher Education Ministry. Among them are:

Institutions

- Hydrogen Economy Research Institute
- The Malaysia - Japan International Institute of Technology

Centres

- Centre for Fiqh Research in Science and Technology (CFIRST)
- Iskandar Malaysia Institute Centre of Excellence
- Centre of Electrical Energy Systems (CEES)
- Centre of Students Innovation (CSI)

Schools

- Razak School of Engineering and Advanced Technology
- Perdana School of Science, Technology and Innovation Policy
- Advanced Informatics School

Academy

- Language Academy

Faculties

- Faculty of Petroleum and Renewable Energy Engineering (FPREE)
- Faculty of Islamic Civilisation

New Programmes approved by the Higher Education Ministry

Programme Name	Faculty/School
Master in Engineering (Bioprocess)	Faculty of Chemical Engineering and Natural Resources
Diploma in Aeronautical Science	Air Force College – Science and Technology College
Master in Business Administration: Healthcare Management	International Business School
Master in Software Engineering (Coursework)	Centre for Advanced Software Engineering (CASE)
Bachelor in Technology with Education (Building Development)	Faculty of Education
Bachelor in Technology with Education (Electronic)	Faculty of Education
Master in Science (Software Engineering) (Mix Mode)	Faculty of Computer Science & Information System
Master in Science (Petroleum Engineering) (Coursework)	Faculty of Petroleum and Renewable Energy Engineering
Master of Philosophy (Halal Science) (Research)	Faculty of Islamic Civilisation
Master in Science (Engineering Business Management)	UTM Razak School of Engineering and Advanced Technology
Master in Environment Engineering	School of Graduate Studies

New Programmes Recognised by the Public Service Department (PSD)

Programme Name	Faculty/School
Bachelor in Science Computer (Bioinformatics)	Faculty of Computer Science & Information System
Bachelor in Science Computer (Networking Computer Safety)	
Bachelor in Science Computer (Software Engineering)	
Bachelor in Science Computer (Graphic Software and Multimedia)	
Bachelor in Science Computer (Computing Industry)	

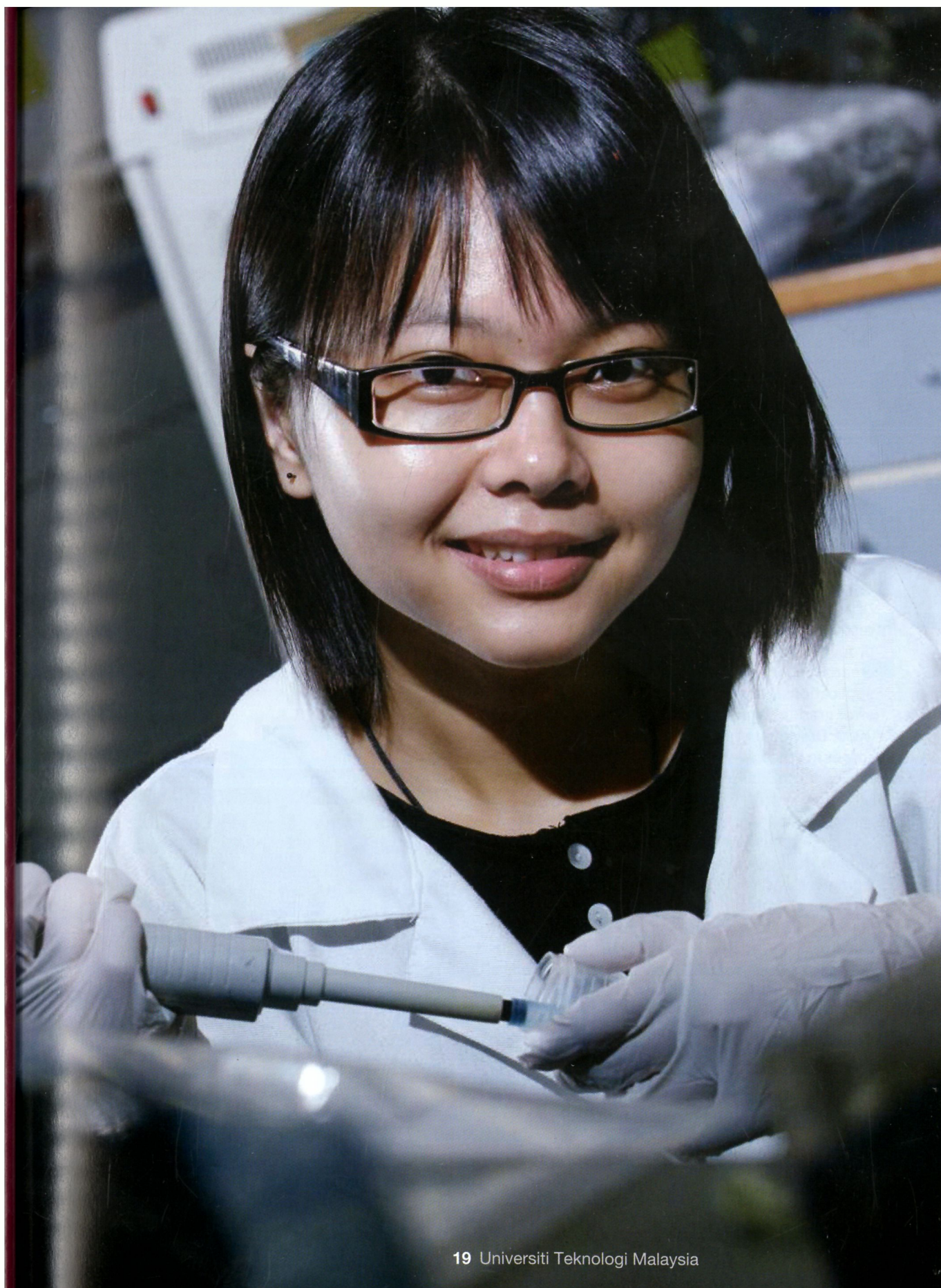
At the university's 46th Convocation, UTM sent forth the first graduates for the following courses and programmes:

1. 53 graduates received Bachelor of Psychology (Industrial and Organisational Psychology)
2. 10 graduates received Bachelor of Environmental Engineering; and
3. 3 graduates received Executive Master of Safety and Occupational Health Management

RESEARCH REVIEW

UTM: An Intellectual Property Icon

Universities play a key role in the country's national innovation systems through the production of intellectual property and UTM has become an important icon in this arena. The university was the winner of the first National Intellectual Property Award in a competition among public institutions of higher learning (IPTAs) in 2006, and its innovative drive has never diminished as it kept winning it several times and the latest award was in 2011. In fact, this is its third award, a testament to UTM's relentless commitment to creativity and invention.



UTM was announced a Research University by the Prime Minister, Datuk Seri Najib Tun Razak when he presented the 10th Malaysia Plan on June 10, 2010 in Parliament. The well deserved attainment is a timely acknowledgement of UTM's effort and achievement as it undergoes a dynamic transformation process towards becoming an innovation-led Entrepreneurial Research University.

As of Dec 31, 2010, UTM has produced a total of 2,017 intellectual properties comprising of 635 pending patents, 31 granted patents, 7 pending utility innovations, one granted utility innovation, 11 industrial designs, 41 trademarks, 1,279 copyrights and 12 integrated circuit layout designs.

Among the UTM campus community, Assoc Prof Ir Dr Mohammed Rafiq Dato' Abdul Kadir is a well-respected name when it comes to intellectual property. He is UTM's most proactive and prolific creator and inventor, having a record of 52 patent applications. He first started as a lecturer in UTM after graduating from Imperial College London in 2000, Dr Mohammed Rafiq chose to nurture his career in this university after he realised that the university specialises in science and technology.

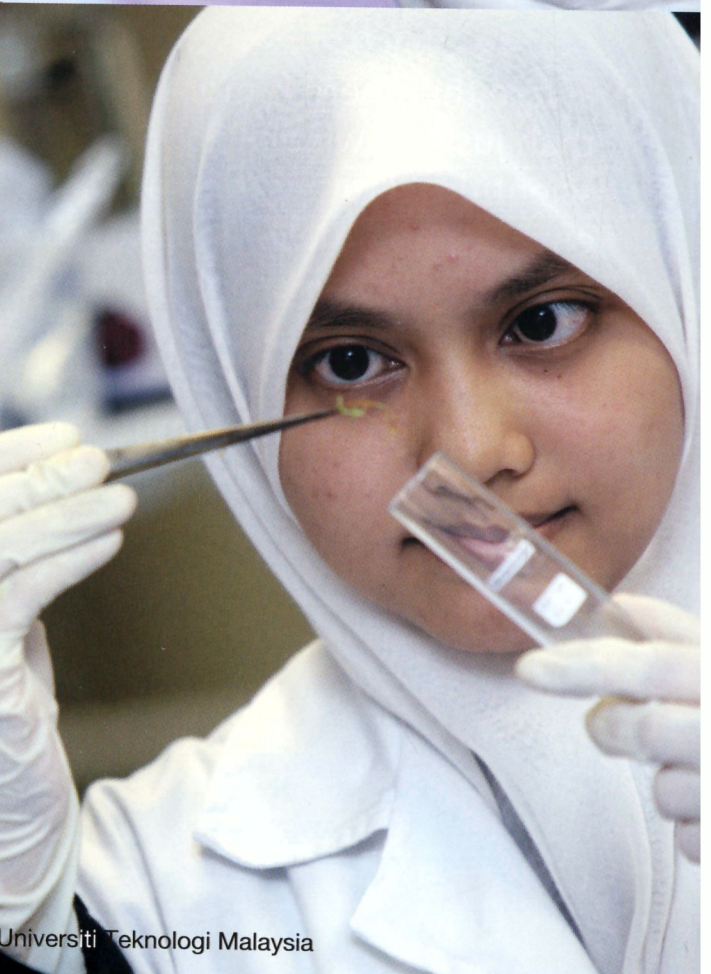
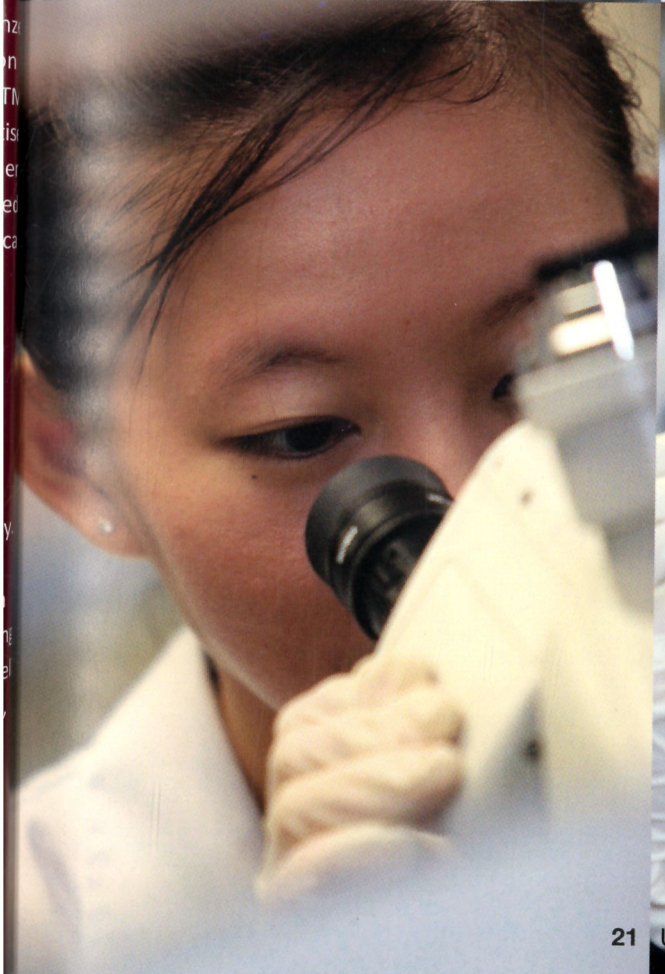
His passion and interest for the world of innovation was piqued further when he found out that all the biomedical equipment in Malaysia was imported from overseas. Mohammed Rafiq felt that these were not complicated machines or apparatus as they could be produced locally as long as Malaysians had the know-how and expertise. Discussions with the medical community indicated that not all biomedical equipment that was imported such as implants were suited to Malaysians' sizes, which were much smaller than those in the West. From then on, Mohammed Rafiq designed several appliances and equipment that were different from the ones available in the market. His creativity and hard work allowed him to contribute out-of-the-box ideas and was coming up with one invention per week.



Assoc Prof Ir Dr Mohammed Rafiq Dato' Abdul Kadir
Lecturer

His inventions revolve mostly in the fields of medical engineering such as orthopedics, pediatrics, cardiovascular, cardiothoracic and dentistry. He has also filed 36 valuable copyrights in the same fields. He has published 53 articles in local and international journals and has won three gold medals and a bronze medal for his exhibited products. For his dedication to the field, he was announced the winner of the UTM Intellectual Property Award 2010. His unique expertise in biomechanical and biomedical hardware has been internationally recognised as he has been appointed several times as a reviewer for the Journal of Medical Engineering. He is a member of the Institute of Engineering Malaysia and the Research Alliance in Materials and Manufacturing and also advises two medical device companies.

Due to his expertise, Mohammed Rafiq has been appointed as a committee member in UTM's Biomedical Engineering and Health Sciences Faculty. He hopes to help establish UTM as a world-class university and feels that if Malaysia can progress in the biomedical field, it is on the right path to becoming a developed nation. "All countries that have done well in this field have reached developed nation status", he said.



OUR STUDENTS

A Research University that is respected and keeps advancing does not achieve greatness through its academic programmes or professional lecturers alone. UTM is aware that there is more to learning than just knowledge about the scientific culturalisation and an environment that stimulates the mind, challenges scholars, brews creativity, and encourages innovation. Most importantly, one has to live and breathe for the love of knowledge.



In 2010, the university successfully implemented its strategy to differentiate and identify high quality students by raising the standards of excellence and promising better quality graduates in future sessions.

In the 2010/2011 academic session, the average or mean for entrance eligibility into UTM was 3.28 CGPA compared to 3.18 CGPA in the 2009/2010 session and 3.22 CGPA in the 2008/2009 session.

Apart from that, the university's endeavour to enhance the number and percentage of postgraduates are also showing results. In 2010, the total number of postgraduates increased to 9,107 compared to 13,841 undergraduates. The total number of international graduates showed an increase and for the first time, it exceeded 3,000 in the year 2010 as the university had 752 undergraduates and 2,566 postgraduates. The university, meanwhile, continues to see talented, passionate and inspiring graduates complete their studies with fond memories of the past and great hopes for the future.

In 2010, the Student Affairs Office (HEMA) recorded 800 student activities which used up a budget of RM2.33 million. One of the most popular activities was students visits to foreign countries. The office processed 68 applications for overseas programmes involving 1,224 students. They included the GOP Hong Kong Polytechnic University programme and the Global International Trip to China 2010 (GITC'10). Other programmes included UTM students visiting Singapore, and the Academic Delegation and Volunteer Programme to Cambodia.

The International Students Centre was given a more prominent role this year and beginning Oct 1st 2010, it was placed under the Student Affairs Office. Guided by the centre, 14 students in the International Students Association took part in 59 varied activities. Throughout 2010, UTM students were a force to be reckoned as they participated in numerous activities and competitions at the local and international levels, bringing back honours for the university and country.

Global Outreach Programme (GOP) Activities





Global Outreach Programme (GOP) activities

INTERNATIONAL ACHIEVEMENTS

- September was a special month for UTM's engineering students. In the Introducing and Demonstrating Earthquake Engineering Research in Schools (IDEERS) competition held in the Taiwan National Centre for Research on Earthquake Engineering (NCREE), Taipei, the RESA-G12 team from the Reliability Engineering and Safety Assessment Research Group (RESA) did the university proud. During the competition held from Sept 23rd - 26th, their effort, the Multi-way Sliding Isolator received an outstanding five awards: The 1st Place for Overall Performance, the Best Oral Presentation, the Most Creative Structural Engineering Design, the Best Structure Failure Prediction and 2nd Place for Most Preferable Model Award.
- Students also travelled and expanded their knowledge at various international symposiums, such as 10 students took part in the International Symposium on Grid Computing 2010 (ISGC 2010) in Taiwan's Academia Sinica. From March 4 - 11th, the students (accompanied by six officers) from Kolej Tun Hussein Onn (KTHO) and CICT, UTM Skudai participated in three out of five workshops which had been organised by the ISGC 2010. The workshops were the Social Simulation Workshop, Security Workshop, and Natural Disaster and Mitigation System Workshop, much to the delight of the UTM students who took part.
- UTM students also showed they had sporting skills and proved a worthy competitor at the 15th ASEAN University Sports Championship. The championship held in Chiang Mai, Thailand from December 13-24th saw the UTM team winning two gold medals, two silvers and three bronzes. It was proof that UTM students had talents extending beyond their firm grasp of engineering and science.
- On the literary front, UTM's Siti Noor Hidayah Mustapaha represented Malaysia at the International Malay Language Education at the Putrajaya International Convention Centre from Feb 28th - March 6th.



Robot Competition



IDEERS Competition

NATIONAL ACHIEVEMENTS

- It may have been a national-level achievement, but UTM's big win at the Robot Competition (ROBOCON) competition in 2010 could have been mistaken as a glittery international one. In each and every corner of the university, students and staff were ecstatic that UTM had been crowned the champions of ROBOCON 2010 at Universiti Kebangsaan Malaysia. Besides winning the Best Engineering Award, the 21 students who had participated in the event held from Sept 23rd - 26th were a source of great conversation and pride in the university.
- UTM student Siti Noor Hidayah Mustapaha showed she had more than academic skills when she won the Independence Day Debate Competition 2010 at Universiti Malaysia Pahang held from Oct 3rd - 5th 2010. Skilled in the spoken word, she also received the Malaysia Universities Debate Council (MADUM) Special Award in the Royal Debate Competition held from Dec 17th - 22nd at Universiti Tun Hussein Onn Malaysia.



Royal Debate

MORE MILEAGE - LESS FUEL

A car that can take you 1,000 km on a liter of petrol is a dream come true. This may sound like a fantasy, but a team from Universiti Teknologi Malaysia (UTM) has actually turned it into a reality.

Say hello to Claria V, a prototype single-seater smart car which uses a 35cc engine taken from a regular grass cutting machine. Developed by 18 UTM Skudai mechanical engineering (automotive) students, Claria V could do more challenging things rather than cutting grass only. Indeed, it has done laps at the Sepang F1 Circuit.

The car pitted against vehicles made by teams from other countries such as Indonesia, China, Iran, Taiwan and Japan in the Shell Eco-Marathon Challenge 2010 in July. The objective of the competition is to invent a vehicle with the ability to reach the furthest distance with minimal fuel consumption.

The car was named after the scientific name of the catfish *clarias bastrachus*, based on its design that looks similar to the fish. The car was developed at a cost of RM25, 000 with a chassis and engine total weight of 49.3 kg. Guided by the vehicle development advisor, Assoc Prof Pakharuddin Mohd Samin, the car has also competed against 19 other teams from 11 local universities.

"The car is made of fiber glass while the steering and transmission, for example, is made from aluminum. The combined weight with the driver will be less than 100 kg" said Assoc Prof Pakharuddin.

Claria V team manager Syed Nur Adaf Zhafry Ismail said it is hoped that with the prototype there would be solutions in the search for more efficient fuel usage. The race has become a platform for undergraduates to apply all the theories learned by conducting research on material density, design, aerodynamic and traction among others. It has become a beneficial and amazing experience for students in the automotive field.

Big winners in the Shell Eco-Marathon Challenge were the Fuel Cell Vehicle Team from UTM. They won the fuel cell grand prize of US\$1,000, a trophy and certificate as their vehicle travelled 598.8 km in the maximum distance challenge using one liter of fuel.

Its team leader Joerg Dieter Weigl credited the win to team spirit and the strong co-operation of members who had to face challenges from the other creative and innovative foreign teams.

Nine out of 19 Malaysian teams which participated in the Shell Eco-Marathon Challenge including UTM, were shortlisted to be the finalists vying for the best Malaysian team award.

The selection was based on the teams overall achievement in safety, technical performance and marketing and communication skills demonstrated during the 2010 challenge. The panel of judges consisted of representatives from the Higher Education Ministry, Society of Automotive Engineers and Shell Malaysia.



FOR THE LOVE OF SPORTS

On Feb 28th, UTM was the champion for the South Zone Higher Learning Institutes Football League 2010 and received second place honours in the Cricket League 2010 held at the Johor Cricket Academy in the same month. Water sports also fared well this year, with the UTM team taking the title at the Malaysian Universities Sports Council (MASUM) Rowing Kayak Sports Championship 2010 - a source of immense pride as it was their fifth back-to-back win. The championship held at Batu Dam, Gombak, Selangor from May 18th - 23rd also saw UTM's students taking home a total of five gold medals, five silver medals and one bronze medal. Meanwhile at the MASUM Sports Carnival held in May 2010, UTM celebrated their win as champions of the netball, handball and

lawn bowl categories, as well as their success in karatedo which garnered four golds and one bronze medal.

But, that was not all for UTM's versatile students as they continue to excel in sports. In the Inter-varsity Wushu Championship 2010, the university won a tally of one gold, two silvers and five bronze medals. Pang Yee Yong did UTM proud by winning the gold for the Dao Shu event and silver in the Chang Quan event, while in Taiji Quan, Chiam Kim Tat and Chan Kong Yu did well to win the silver and bronze, respectively. The four other bronze medals were won by Low Nan Zhi in Chang Quan and Dao Shu, Yap Yung Foong in Gun Shu and Yip Kent in the Jian Shu category. The amazing UTM team also became the runner-up champions in the group category, a testimony to their skill and artistry in the sport.



Rowing Kayak Sports Championship



It is no secret that UTM students love sports as much as they love science and in 2010 they proved that they had mastery of both fields.

ALL ABOUT THE ARTS

If achievements in studies displayed UTM students' academic prowess, their talents in the arts showed their grace and elegance. They performed more than admirably in the National English Shortplay Festival 2010 which was organised for the first time by the Higher Education Ministry. Taking place in Taman Budaya, Kuantan, Pahang on June 20th and 21st, the festival saw UTM's students becoming the overall champions, beating nine other higher learning institutions in the country.

The UTM team held their own in their polished and well-delivered English play, *The Red Rambutan*, showcasing their natural talent for the English language and its nuances. Indeed, so convincing was Nur Ashikin Arif, who played the main character Farisha or Butterfly, that she was voted Best Actress in the festival. The play told a story of a group of student leaders from different associations within a university, who competed against each other to become the top

leader. With great rivalry and battles between them, problems were eventually resolved with the arrival and help of a counsellor, who made use of interesting therapeutic methods. The *Red Rambutan* saw UTM walking away with a trophy, RM1,500 in cash, and certificates; while Nur Ashikin took home a trophy, RM200 in cash and a certificate.

Musically, UTM showed their harmonious side by coming in third place (non-Bumiputera category) in the Malaysian Universities Cultural Council (MAKUM) Patriotic Song Competition 2010 held at the Panggung Budaya UPSI on Aug 8th. Besides that, students from UTM once again showed their versatility when they placed importance in being all-rounded individuals by winning second place in the Seni Khat Islam category in the Perujian Tilawah Al-Quran MAKUM, held from Oct 8 - 10th. Showcasing these diverse talents of these students, UTM students also won two gold medals in the Chinese Traditional Dance event in the FESTkHUM 2010 competition held from Dec 16 - 20th.



National English Shortplay Festival



ENTREPRENEURIAL ENERGY

Great innovation also comes hand-in-hand with hard work and the ability to think out of the box. In line with its focus on creativity and innovation, UTM made sure that the entrepreneurial spirit made up of these two strengths was high and constant among its students. To ensure the eco-system of innovation flourished, many activities were organised in UTM to enhance the Entrepreneurial Students Development Programme. Boosted by an allocation of RM345,000 from the National Entrepreneurship Institute, the university made sure the activities challenged and provided opportunities for most of its students.

Among the activities organised, was the Student Entrepreneurship Basic Course which was run several times and attended by 212 UTM students. The university also sent four students as its representatives to Los Angeles for the exciting Student In Free Entrepreneurs (SIFE) programme. It was no coincidence that LA is the city of dreams as the four students had an immensely inspiring time sharing and working on

their ideas in the programme. For those who could not travel to LA, UTM also had 35 students taking part in the 'Training of Trainer SIFE' programme held at Tanjung Piai, Pontian.

Through the Bestari Chess Championships (IPTA-level), UTM also took first place in the Social Business Worth category, bringing home a RM3,000 cash prize. In practical terms, the entrepreneurship unit has also trained the students to conduct their own businesses by offering stalls for them to operate at the SUB Building in UTM and the Student Mall. This would allow students to have firsthand experience of the trials and tribulations of running an enterprise of their own.

Throughout 2010, as many as four UTM Students Entrepreneurial Co-operatives were formed in these resident colleges - KTDI, KTC, Kolej Perdana and Kolej 9. This provided students with valuable opportunities and experience in entrepreneurship.



Entrepreneur Convention & Carnival



Entrepreneurial programmes in UTM

OUR GRADUATES

Knowledge and culture of knowledge is crucial in the process of personal and national development as well as civilisation. Thus, education and the appreciation of knowledge are lifelong learning processes, even after having graduated from formal education.



REACHING FOR THE STARS

"When given a chance to try something new, one does not have to feel bad if you don't excel at first. Just try to do something to the fullest and as best as you can."

The principle above is something UTM graduate, Woon Kok Sin, recipient of Royal Education Award at the 45th Convocation, holds on to resolutely in his life. The dynamic youth is now working as an analyst in Accenture Malaysia, a prestigious global company that offers IT services consultancy and management.

Even though Woon had received offers in the past to study at the National University of Singapore (NUS) and Nanyang Technological University (NTU) in Singapore, he chose to head to UTM, a local university known for its engineering programmes.

His selection of UTM has enriched his knowledge and skills, and rewarded him ten-fold. As winner of the Dean's Award for every semester that he attended in UTM, Woon not only shone in his academic work but was also active in various competitions where he represented UTM. This included the Technical Plant Design Competition at Universiti Malaysia Sabah and the Technical Essay Writing Competition at the National Chemical Engineering Symposium. Having a deep interest in welfare work, he was also a volunteer for the charity bazaar at the Moon Cake Festival, a counsellor for the Education Counselling Group in Skudai, Pontian, Perling and Muar (2008), and a volunteer helping the flood victims in Kota Tinggi, Johor in 2007. Woon had held many high posts throughout his time in the University, and is also a member of the Institute of Engineering Malaysia.

Woon believes that self-discipline is incredibly important for a university student, especially when living far away from one's family. He also believes that sharing of knowledge and ideas with friends is a formula to his success besides enjoying social activities as they are a good way to relieve stress.

He said UTM does not only have a beautiful and green campus, but the learning environment and libraries

are very comfortable spaces to gain knowledge. Woon also said that the moral support from his parents was the primary pillar of strength for him, as they were always there during the toughest times. "I had a lot of confidence because my parents always made sure I had everything I needed for my study", he said. Woon also felt lucky that he has had good friends and friendly lecturers who made his life in UTM easy and smooth sailing.

Woon has been consistent in pursuing his goals to study chemical engineering ever since his younger years as he believes whatever he learns will become helpful applications to anything he is interested in doing in the future. This was clearly exemplified when he took on Environmental Engineering in his final year and became so fascinated with the subject that he now intends to focus further in the field.

He believes that UTM is able to become one of the top 100 universities in the world based on its current plans and directions. Woon said the progressive development and dynamic transformation of the University had led it to becoming a research university, and that the institution was constantly improving itself, especially in its internationalisation efforts.

He has dreams to become a lecturer and hopes to one day give back to the students in UTM as an academic after he has gained further knowledge and experience.

Bringing forth Graduates of Academic Excellence

Ammar Abdo Mohammed Hasan is from Yemen and the first international student chosen as a recipient of the UTM Chancellor Award. The 34-year-old said he was extremely touched that his work and efforts were recognised by the university. He worked as a lecturer at Hodeidah University, Yemen, before coming to UTM to pursue a doctorate in the Computer Science and Information Systems Faculty. In the five years he has spent with the university, Ammar Abdo said he was impressed with UTM's facilities, infrastructure and especially its friendly lecturers and staff.

"Everything has been very comfortable - I fell in love with Malaysia," he said. The father of three admitted that he has become so used to life in the country that he has decided to work in UTM as a lecturer.

He never dreamed he would receive any award, but 26-year-old Muhammad Faiz Mohamed Said ended up with two honours for his achievements in UTM. He took home the Pro-Chancellor Award and was adjudged the Best Student in the Electrical Engineering Faculty. The fourth child of renowned author Dr Zurina Hassan, Muhammad Faiz said the Pro-Chancellor award was the highest achievement of his life. "I am presenting it to my mother, who has given me a lot of support and encouragement over the years," he said. The graduate also dedicated his success to his supervisor Dr Zuwairie Ibrahim and his wife, Ainul Fadzilah Mustafa. The secret to his success, he said, was only to give his best in his work, as well as working hard to learn things as quickly as he could.

The role of wife and mother to five children from ages six to 17 may be a challenging one for most women, but 41-year-old Zuraidah Abdul Majid takes it all in her stride and did much more during her time in UTM. She not only completed her studies, the quality of her work saw her receiving both the Vice Chancellor Award and the Medal Award from the School of Professional and Continuing Education (UTMSPACE). "It has been worth it," she said of her challenging time as a student. She had to travel frequently between the International Campus of UTM in KL and Kuantan, Pahang, where she lives. The strong support from her husband and children, she said, was a great source of strength in getting through the challenges and graduating.

The support from his wife and family according to Muhammad Yazdaan Mohammad Aris is the key to his academic success. The 23-year-old received the Royal Education Award at the 45th UTM Convocation. The graduate, who obtained his Bachelor of Engineering (Petroleum), proved to be not only successful in academia but was also was passionate about life and participated in co-curricular activities during his studies at UTM. As his wife is also a Medical Physics graduate from Universiti Sains Malaysia, Muhammad Yazdaan said it was a pleasure to share the love of science and knowledge with a life partner who also believed in improving one's self and intellect.



Ammar Abdo Mohammed Hasan



Zuraidah Abdul Majid



Muhammad Faiz Mohammed Said



Muhammad Yazdaan Mohammad Aris

OUR HONORARY DOCTORATES

With the belief that great examples of innovation and entrepreneurship are apt role models for students, the University has chosen as its honorary doctorates personalities who are the epitome of *'Inspiring through Example'*.



Dato' Seri Tony Fernandes



Curtis R. Carlson



Dato' Seri Tony Fernandes

*Recipient of
The Honorary Doctor of Business Innovation
on the 44th Convocation*

Dato' Seri Anthony Francis Fernandes, better known as Tony Fernandes is a Malaysian entrepreneur and the founder of Tune Air Sdn. Bhd., who introduced the first budget no-frills airline, AirAsia, to Malaysians with the tagline "Now everyone can fly". He rose to prominence by turning AirAsia, a failing government-linked commercial airline into a highly successful budget airline public-listed company. Fernandes was also instrumental in lobbying the then-Malaysian Prime Minister, Tun Dr. Mahathir Mohamad in mid-2003, by proposing the idea of open skies agreements with neighbouring countries, Thailand, Indonesia, and Singapore. As a result, these nations have granted landing rights to AirAsia and other discount carriers.

Born in Kuala Lumpur to a Goan father and Malacca Portuguese mother, Dato' Fernandes is the son of the late Stephen Edward Fernandes, and Ena Dorothy Fernandez. When he was young, he used to follow his mother, a businesswoman to Tupperware dealer parties and conventions. He was educated at Epsom College 1977-83 and then graduated from the London School of Economics in 1987. He worked very briefly with Virgin Atlantic as an auditor, subsequently becoming the financial controller for Richard Branson's Virgin Records in London from 1987 to 1989.

He was admitted as an Associate Member of the Association of Chartered Certified Accountants (ACCA) in 1991 and became a Fellow Member in 1996. Upon his return to Malaysia, he became the youngest-ever managing director of Warner Music (M) Sdn Bhd.

An accountant by profession, Fernandes is an amateur guitarist and also has achieved grade 8 piano qualification which is where his musical inclination lies. He was responsible for revolutionising ethnic music, nasyid and dangdut by bringing them into the mainstream of contemporary Malaysian music.

He subsequently became the South East Asian regional vice-president for Warner Music Group from 1992-2001. When Time Warner Inc announced its merger with America Online Inc., Fernandes left to pursue his dream of starting a budget no-frills airline. However, his application for a license from the Malaysian government was rejected.

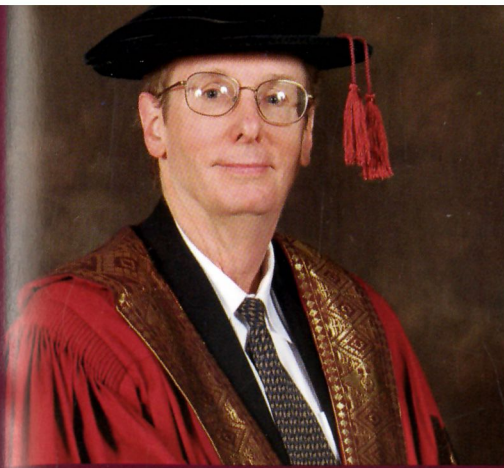
In 2007, Tony Fernandes created another "first" in Asia by starting a hotel chain, Tune Hotels which is based on the no-frills concept. The first Tune Hotel was opened at the intersection of Jalan Sultan Ismail and Jalan Tuanku Abdul Rahman in the heart of Kuala Lumpur. Expansions are in the works as more hotels will be opened up throughout Malaysia. Another new Tune Hotel will be opening soon in Bali, Indonesia.

As of 2009, Fernandes is also the president of the ABL (Asian Basketball League). He has stated that it has always been a dream of his to be able to be involved with the development of sports in the ASEAN region. Fernandes is the team principal of the new Lotus F1 Racing making its debut in the 2010 Formula One season. Having initially planned to stand down from the role after the season begins he has since indicated that he will carry on in this position.

Fernandes has received several awards for his outstanding achievements:

- International Herald Tribune Award for the "Visionaries & Leadership Series", for his outstanding work in AirAsia
- "Malaysian CEO of the Year 2003" in December 2003 - a highly acclaimed recognition, so far awarded to only nine other recipients in the country by American Express and Business Times. The award is an initiative to recognise entrepreneurial and managerial expertise and performance among leaders of Malaysian corporations.
- Named the joint winner of the CEO of the Year 2003 award by American Express Corporate Services and Business Times
- "Emerging Entrepreneur of the Year" in the Ernst & Young "Entrepreneur of the Year Awards" in 2003
- Made the list of Business Week's "25 Stars of Asia" in 2005
- "Malaysian Ernst & Young Entrepreneur of the Year 2006"
- "Excellence in Leadership - Asia Pacific Leadership Awards 2009"

Fernandes has also been honoured by the Malaysian government with title 'Dato'. The inaugural doctorate was a recognition of Fernandes' services to the nation with his pioneering work by setting up AirAsia, the country's first low fare airline. He said the honorary doctorate was a positive affirmation for him to continue innovating and opening people's eyes about the airline and its journey to success. This success, he said, had been dependent on local expertise, especially UTM graduates who had the skills to match foreign professionals in the field.



Curtis R. Carlson
*Recipient of
 The Honorary Doctor of Technology Innovation
 on the 44th Convocation*

Curtis R. Carlson became president and CEO of SRI International in December 1998. Previously, he spent more than 20 years with Sarnoff Corporation, a wholly owned SRI subsidiary.

In 1973, Carlson joined RCA Laboratories which became part of SRI in 1987 in Sarnoff Corporation. As head of Ventures and Licensing at Sarnoff, he helped found more than 12 new companies. He started and helped lead the high-definition television (HDTV) program that became the U.S. standard and in 1997 won an Emmy(R) Award for outstanding technical achievement for Sarnoff. Another team started and led by Carlson won an Emmy(R) for Sarnoff in 2000 for a system that measures broadcast image quality. In 2007, Carlson was named chairman of Sarnoff's Board of Directors.

He has been on numerous public and private boards, including Nuance Communications (computer speech recognition), Pyramid Vision (computer vision), Sensor (iris biometric identification), and Sarif (LCD displays). He serves as co-chairman of the Scientific Advisory Board of the Singapore National Research Foundation.

In 2007, Carlson was given the Medal of Excellence Award for Alumni Lifetime Achievement by Rutgers University's School of Engineering. In the same year, he was given the Herbert F. Taylor Alumni Award for Distinguished Service by Worcester Polytechnic Institute (WPI).

In 2006, he and Dr. Roger Cohen won the Otto Schade Prize for Display Performance and Image Quality from the Society for Information Display. In 2002, he received the Dr. Robert H. Goddard Award from WPI for his professional achievements. Carlson was a visiting distinguished scientist at the University of Washington in 1998. He is also Kobe's ambassador for SRI's contributions to Kobe, Japan.

Carlson has served on many government task forces including the Air Force Scientific Advisory Board, the U.S. Army Research Laboratory Technical Assessment Board, and the Defence Science Board task force on bio-chemical defence. He was a member of the original team that helped create the Army's Federated Laboratories. He was a founding member of the National Information Display Laboratory (NIDL) at Sarnoff, a new model for government-industry technology development and commercialization which has evolved into the National Technology Alliance.

Carlson has published or presented more than 50 technical publications and holds fundamental patents in the fields of image quality, image coding, and computer vision. He has written a book with William Wilmot called *Innovation: The Five Disciplines for Creating What Customers Want* published in 2006 by Crown Publishing Group, a division of Random House. *Innovation* describes how SRI's unique process for innovation can be applied to all types of commercial and non profit enterprises inclusive of the government.

Carlson received his B.S. in physics from WPI and was named in *Who's Who among Students*. His M.S. degree and Ph.D. degree in atmospheric physics are from Rutgers University. In 2006, he received an honorary Doctor of Science degree from WPI. He is a member of the Institute of Electrical and Electronics Engineers (IEEE), Sigma Xi, and Tau Beta Pi. Carlson played the violin professionally at 15 and it remains his primary avocation.

OUR RESIDENT WRITERS

UTM appointed three accomplished personalities as Resident Writers of the university to share useful insights in celebration of the knowledge culture through their works in specialised disciplines with the university community and society as a whole.



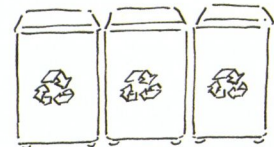
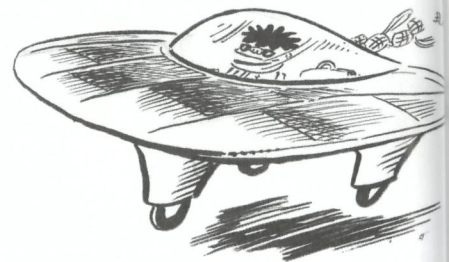
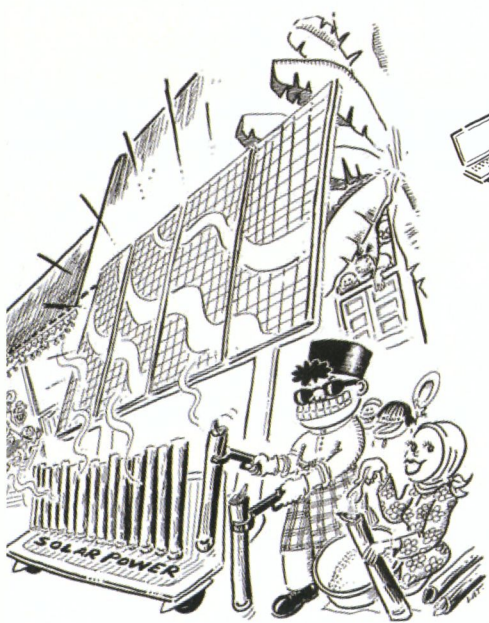
UTM Resident Writers, Datuk Mohd Nor bin Khalid, Datin Sri Fatini bt. Yaacob and Dato' Abdul Rahim bin Ramli with the Vice-Chancellor

Datuk Mohd Nor bin Khalid, popularly known as Lat uses his caricature as a medium to communicate his thoughts and ideas about life and everyday happenings in a subtle manner but infused in deep meaning. As a cartoonist, Lat is UTM's icon of humour and the lighter side of life in celebration of our rich diversity and valuable existence.

Lat's work, which reflects his views about Malaysian life and the world at large, is featured in national newspapers such as the New Straits Times and Berita Minggu. His creative works have been translated in various languages and he is now internationally known throughout the world. Lat is assisting UTM's promotional effort and is a branding icon to UTM.



Datuk Mohd Nor bin Khalid



jangan lupa kitar semula!

Datin Sri Fatini bt. Yaacob, having a vast experience in biographical writing, began work as a journalist for *Dewan Masyarakat* magazine published by *Dewan Bahasa dan Pustaka*. She became a freelance writer and now UTM Resident Writer. She graduated from University College of Cardiff, Wales, UK in Journalism (1987) and Universiti Teknologi MARA in Journalism/Broadcasting (1981).

She has produced a book entitled *Natrah* published by UTM Press and is currently in the process of completing the biography of Tan Sri Ainuddin Wahid, the first UTM Vice-Chancellor.

Dato' Abdul Rahim Ramli, the present Secretary of the Royal Johor Jumaah Council cum the Dato' Penghulu for Johor Palace Ceremonial events, has in the past served as the State Financial Officer and State Secretary of Johor. He is renowned with wide experience and expertise related to protocol, customs and etiquette of the Johor royal heritage.

He has contributed his writings of the history and ceremonial events of Johor in the column '*Johor Street*' *New Straits Times*, Southern edition. He is also the unofficial consultant to government departments on matters pertaining to the royal protocol and ceremonies. Due to his wealth of knowledge and experience, His Royal Highness Sultan Ibrahim Ibni Almahrum Sultan Iskandar appointed him as an advisor of Johor history and culture in the Royal Johor Jumaah Council.

The book written by him on protocol, etiquette, royal ceremonies and culture of Johor in official ceremonies of the state government and palace of Johor would serve as a useful reference for our future generations.



Datin Sri Fatini bt. Yaacob



Dato' Abdul Rahim Ramli

THE GLOBAL EXPERIENCE

Empowering Students by Opening Their Eyes on the World

UTM knows that giving its students a global outlook only serves to whet their appetite for more knowledge, strengthen their desire to excel in their chosen field, and learn more about life. To give UTM students that chance to be worldly versatile, the University has implemented the student mobility programme. The Global Outreach Programme (GOP), the Non-Graduating Student Summer School and Study Abroad programmes now provide opportunities for students to infuse an international outlook into their learning.



*Melissa Yap Hsiao Theng and Nurul Farah Zulkifly,
GOP-Harvard 2010 Participants*

GLOBAL OUTREACH PROGRAMME (GOP)

In 2010, a total of 2,242 students in UTM participated in the Global Outreach Programme, travelling to 22 countries. A unique feature of the programme is that the students are only given an allowance of RM1,000 each. To fund the remaining costs themselves, they are given the responsibility of raising money through projects or income-generating programmes.

This experience serves to arm the students with several competencies - to plan, organise and develop their entrepreneurial mindset as well as establish rapport with their foreign friends to promote international understanding and adapt to different cultures and learning processes.

The Global Outreach Programme in 2010 allowed students to enhance their academic opportunities beyond those offered at UTM besides helping them to improve language skills, cross-cultural understanding and interpersonal communication. Students agreed that the programme was an exciting and challenging way of broadening their personal, academic and professional horizons.

Of particular interest, was the Harvard Global Outreach Programme, an initiative to provide the opportunity for UTM students to experience the extraordinary environment of Harvard College academia, resources and residential life. As a visiting student to the hallowed halls of Harvard, students joined the vibrant community of motivated students and distinguished faculty. UTM students who participated in the programme said they had their intellectual curiosity set alight at Harvard University and the Boston-Cambridge area and it was an experience to remember for life. Some students also had the opportunity to attend Harvard Summer School in 2010, allowing them to both learn and have fun in an environment filled with other youths and scholars from all over the world.



HARVARD GLOBAL OUTREACH PROGRAMME



From Right: Melissa Yap Hsiao Theng, Nurul Farah Zulkifly and Laura Cereghino

"I believe that among the wonderful experiences gained in Harvard, is the teaching and learning process itself, which is indeed different from what we have in Malaysia. The essence lies in classes that are full with lively discussions where students can actively participate, be it in giving opinions and criticism or even asking questions for further understanding..."

- Nurul Farah Zulkifly, GOP-Harvard 2010 participant

"... the Summer School program is a fantastic and wonderful experience. It was a productive and fruitful seven week programme that consists of not only experience with different learning styles, but also an experience of making friends with different people from all over the world, gathering together, studying hard during the weekdays and planning hard for fun weekends out together..."

- Melissa Yap Hsiao Theng, GOP-Harvard 2010 participant

EVENTS IN 2010

UTM - A Springboard for Excellence and Creativity

Aside from academic excellence, UTM students know the importance the university places on extra curricular activities that involve teamwork, the outdoors, international understanding and leadership skills. As such, graduates have also enriched their university experience by partaking in team activities that have taught them about organisational management, patriotism, communications and a host of other skills.

Following an emphasis on creativity and innovation in UTM, the students are aware that these experiences help expand their competencies and imagination far beyond lecture halls. A balanced scholar, intellectually strong and outwardly inspired, is the *modal insan* making up the UTM league of creative innovators.



Her Royal Highness Raja Zarith Sofiah
Proclaimed as The UTM Fourth Chancellor

1. UTM Shares Innovation with Community

A house was built by UTM researchers for the needy in Kampung Pertanian, Kulaijaya, and was handed over in a ceremony attended by His Royal Highness Sultan Ibrahim Ibni Almarhum Sultan Iskandar, the Sultan of Johor Darul Takzim. The house was based on research and developed by a group of lecturers from the UTM Department of Architecture led by Prof Dr Muhd Zaimi Abd Majid. It was built using an innovative method based on a modular mould system that combined steel and plastic. The innovative construction is able to reduce construction costs up to 20 to 30 per cent and the time required to complete a house is only 20 to 25 days.

2. UTM - MIMOS Strengthen R&D through the Establishment of Centres of Excellence

YB Datuk Haji Fadillah bin Haji Yusof, Deputy Minister of Science, Technology and Innovation launched the UTM-MIMOS Centre of Excellence in Communications Technology on January 21st, 2010. The Centre of Excellence, which is located at the Faculty of Electrical Engineering, was established to strengthen research and development in the field of ICT, particularly in the telecommunications field in Iskandar Malaysia. The collaboration between UTM and MIMOS Berhad is also a measure to increase the involvement of institutions of higher learning in the commercial industry.

3. Upholding Islam in Academic

Duli Yang Maha Mulia Raja Muda Perak, Raja Dr Nazrin Shah launched the book 'Knowledge, Language, Thought and Civilisation of Islam - Essays in Honour of Syed Muhammad Naquib Al-Attas' at the UTM International Campus Kuala Lumpur. The book contains 22 essays written by 24 scholars around the world, published in recognition of Naquib Al-Attas, a world-class scholar from Malaysia.

4. The Novel *Natrah - Cinta, Rusuhan & Airmata* Launched

A book written by UTM Guest Writer, Datin Seri Fatini Yaacob, entitled *Natrah - Love, Riot, Tears*, was launched by Tan Sri Dato' Seri Haji Muhyiddin bin Haji Mohammad Yassin Deputy Prime Minister of Malaysia at Dewan Besar, UTM International Campus Kuala Lumpur. In his speech, the deputy prime minister urged the nation's political parties to take lessons from the *Natrah* tragedy that broke out in 1950, where political parties of different ideologies had united to maintain the sanctity of Islam.

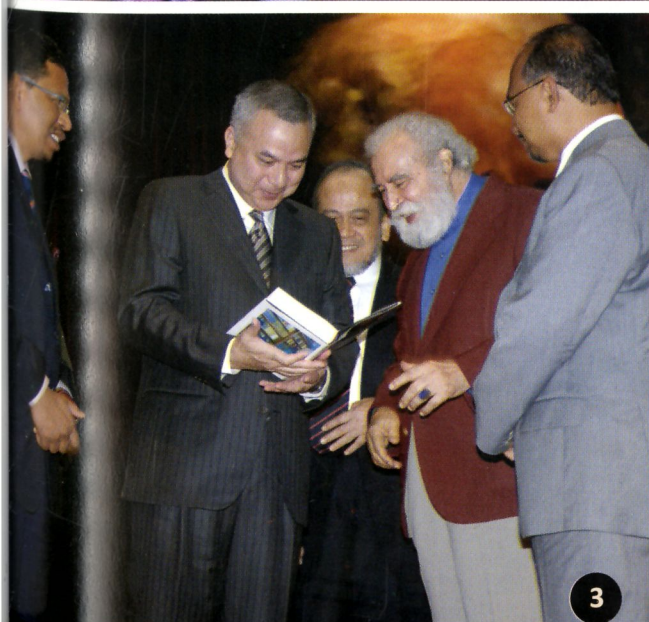
5. Innovation Commercialisation through Industrial Collaboration

The Minister of Higher Education YB Dato' Seri Mohamed Khaled bin Nordin urged all stakeholders in the academic field to form a closer relationship with industry to ensure that innovations could be commercially produced. This would also help generate revenue for the University, he said during the Ground Breaking Ceremony of the New Building Phase II MTDC at UTM Johor on June 1st 2010. The Technology Centre was established to attract industry participation in the field of Advanced Engineering and Life Sciences.

6. Strengthening the Reading Culture in UTM

In conjunction with the effort to improve the reading culture among the citizens of UTM, Yang Berhormat Dato' Seri Utama Dr Rais bin Yatim, Minister of Information, Communication and Culture, launched the UTM Press Books Gallery and the UTM Reading Station at the Banquet Hall of UTM Johor Bahru. In order to enhance the knowledge culture, a total of 58 reading stations have been set up to get the entire campus community to read. A book written by UTM vice-chancellor Prof Dato' Ir Dr Zaini bin Ujang entitled 'Cultural Innovation: A New Model of Economic Preconditions' was also launched at the ceremony.





7. Sultan of Johor Consented the Name of Sultan Ibrahim Chancellery Building

His Royal Highness Sultan Ibrahim ibni Almarhum Sultan Iskandar, the Sultan of Johor Darul Takzim, officially opened the Sultan Ibrahim Chancellery Building on June 26th, 2010. The building that was completed in 1985 highlights the concept of Malay architectural design and houses the main university administrative offices. The building is strategically located at the centre of the academic institute and is close to the Sultan Ismail Mosque, the Sultan Iskandar Hall, the student union building and the university library.

8. Her Royal Highness Raja Zarith Sofiah Proclaimed as The UTM Fourth Chancellor

It was a moment of pride when Her Royal Highness Raja Zarith Sofiah Binti Almarhum Sultan Idris Shah was officially proclaimed as the University's fourth Chancellor. The Proclamation of this decree was presented by YB Datuk Seri Mohamed Khaled bin Nordin, Minister of Higher Education at UTM's 45th Convocation that was held at the Sultan Iskandar Hall, UTM Johor Bahru.

9. Establishing The IEM Southern Branch

In an effort to produce more professional engineers from among the academic staff in UTM, the Institute of Engineers Malaysia (IEM) Southern Branch was established. A building was handed over by UTM Vice Chancellor Prof Dato' Ir Dr Zaini bin Ujang to the President of IEM Malaysia Prof Datuk Ir Chuah Hean Teik in a ceremony held at UTM Johor Bahru. This

building will house the secretariat of IEM southern branch which will carry out various activities such as seminars and lectures. It will also function as a point of reference for students who are majoring in engineering at UTM and wanting to learn more about job opportunities and matters related to this professional field.

10. UTM - Now An IELTS Centre

UTM has been appointed by the British Council as one of the 500 International English Language Assessment System (IELTS) test centers in the world. According to the UTM Vice Chancellor, the appointment is an acknowledgement of UTM's high standards as IELTS is recognised at the international level as one of the requirements for entry to foreign universities as well as the benchmark of English Language excellence.

11. Tun Mahathir Launched First National Electric Car (UTM - PROTON)

The former Prime Minister of Malaysia Tun Dr Mahathir Mohamad launched the Proton Electric car prototype, better known as the Proton EV Flagship in conjunction with the Green Mobility International Conference held in Kuala Lumpur on December 1st, 2010. The launching of the UTM - Proton joint research vehicle will boost the competitiveness of the automotive industry both locally and internationally. The collaboration between Proton and UTM is also an avenue to enhance the interaction between academia and industry, making it a more productive and effective field.



LINKING ACADEMIA INDUSTRY

UTM and PROTON

Like every true-blue scholar, with every passing year, Assoc Prof Dr Mohd Azman Zainul Abidin feels that there is so much more to learn. He has reached great heights in academia, obtaining a PhD in Vehicle Dynamics from University Loughborough, United Kingdom in 2005 but there is more that he would like to do. He feels he can work on these dreams at UTM. The co-operation between industry and academia is an important aspect in the University's bid to better itself as an institution of higher learning and a research centre. The co-operation between UTM and Proton is strengthened through a Memorandum of Understanding, which has seen both brands working together to commercialise products that have been developed together. It is a success story in industry-academia relations that both parties are immensely proud of.



Launching of PROTON – UTM Electric Car on December 2010 at Putri Pacific Hotel, Kuala Lumpur in Conjunction with International Conference on Sustainable Mobility 2010

Mohd Azman's desire to gain more knowledge has been apparent over the years and after his research project on Vehicle Dynamics (supported by Ford Motor Corporation), he still felt that he was lacking in experience. He then went on to apply for two years unpaid leave from his employers so he could spend time learning the ropes in Jaguar Land Rover. When his application was rejected, he made the decision to resign from his job, later taking on as a CAE technical expert role with Jaguar Land Rover in United Kingdom. After six years with the company and having taken in all there is to learn, Dr Mohd Azman wanted to return to his homeland to share his experience and expertise. After weighing his options, he finally decided to join Universiti Teknologi Malaysia's academic ranks and was appointed as the head of the Automotive Laboratory Department at the Mechanical Engineering Faculty.

THE PROTON PROFESSORIAL CHAIR

An MOU signed by UTM Vice Chancellor Prof Dato' Ir Dr Zaini Ujang and Proton Group Managing Director Datuk Syed Zainal Abidin Syed Mohamed Tahir initiated the establishment of the Proton Professorial Chair. As a start, UTM has allocated RM1 million and Proton contributed RM500, 000, to implement this partnership programme. UTM and Proton have agreed to appoint Assoc Prof Dr Mohd Azman Zainul Abidin, head of the Automotive Laboratory Department in the Mechanical Engineering Faculty, as the Proton Professorial Chair. The CAE technical expert has been

given the responsibility to help improve Proton's competitiveness, and strengthen its position as an automotive company. Apart from enhancing skills in the company with a programme to develop a quality working force, Assoc Prof Dr Mohd Azman will also head research to create a Proton car with green and hybrid technology. This exciting and cutting-edge work to boost Proton's potency and be at par with international brands began in early 2010. Through this partnership, UTM and Proton have succeeded in creating an electrical car (EV) with the latest model of the Proton Saga. The 11-month research was conducted by a team of dedicated lecturers, students, UTM technicians and engineers, alongside the Proton Research Department technicians. The EV Saga, as it is called, is a vehicle that saves costs and is environmentally friendly because it does not produce sound and smoke emissions.

EXCITING MODEL

The UTM-Proton partnership is an exciting model that the university wishes to expand and enhance when it comes to links with industry. The placement of UTM's academic staff within the arena and world of the industry players itself allows them to gain hands-on knowledge and expertise in the latest technology. At the same time the know-how and insight gathered from these experiences would be a form valuable study, research and development in UTM.



PROTON – UTM Electric Car

GLOBAL NETWORKS

A world-class university can only reach its true potential by nurturing a global mindset and building links around the world. UTM has an ever-growing international network of friends, supporters and alumni as well as increasing partnerships with academia and government in countries far and wide. In 2010, the University recorded a number of collaborations with renowned universities such as Cambridge, Oxford, MIT, Imperial College, Stanford Research Institute, Kyoto and Tokyo, to name a few, and now has three satellite offices overseas, namely Japan, Boston, USA and Qatar. These valuable links will enable UTM to form important alliances in the development of strategic planning, research work, and exchange of information and students.



Qatar University

NEW BEGINNINGS IN QATAR

As people often say '*tak kenal maka tak cinta*' (One needs to experience in order to appreciate it) and that is how I would describe. The close partnership between UTM and Qatar University did not just appear out of thin air, it has taken plenty of effort and nurturing. Efforts were made to introduce UTM and Malaysia to the many circles within the university and in Qatar. UTM had a lot of competition especially from universities from the West, so there had to be some convincing done to show that our university was a perfect partner for them.

It all started when I accepted the invitation from UTM to be its representative in Qatar University, and headed to Doha in 2010 to report for duty.

At first I was based at Qatar University's office of the Vice President and Chief Academic Officer (VPCAO), until I eventually moved to my own room in its new College of Engineering. This was to be the UTM's satellite office in the university.

A JOB TO DO

With a representative in Qatar University, the university is now able to highlight the skills and expertise that are available in abundance in UTM, but there is also the need to learn more about local work processes and their culture. As a UTM representative here I have also found that we have up-to-date information on the local activities. This allows us to form plans swiftly with the hope of creating golden opportunities for our university. In short, as a satellite university, it would allow us to act and strategise promptly and react accordingly to the changes in the region. As for my responsibilities at Qatar University, I was involved in strategic planning and as an expert

consultant in the VPCAO office, assisted them by looking at their plans and giving suggestions on improvement.

As a UTM ambassador I play an active role of introducing UTM whenever the opportunities arises.

A MALAYSIAN VOICE IN EDUCATION

When this new contact and relationship was formed, I then become a matchmaker of sorts and an intermediary for the different parties in Qatar and Malaysia. Sometimes I even function as the tourism officer who organises the group visits from Qatar University to Malaysia and UTM. As someone who has been involved in the education field the Malaysian Ambassador in Qatar has also asked me to take on the role as an unofficial education attaché of Malaysia in Qatar. The work I do basically involves bringing together various groups in Qatar and Malaysia through the embassy, as well as assisting researchers and academics from other Malaysian universities who are conducting their research in Qatar. I also interact with the Malaysian community here which numbers 3,000, and give talks about higher education. The majority of Malaysians living and working in this part of the world are professionals in the oil and gas industries, as well as in telecommunications and construction. As they have been living in Qatar for a long time they are not aware of the educational opportunities in Malaysia. I have also given a talk to students in Qatar University about the postgraduate opportunities in UTM.

Prof. Dr. Ahmad Zaki Abu Bakar, a UTM lecturer in Faculty of Computer Science and Information System is currently attached to the School of Engineering in Qatar University. He shares some of his memorable experience of living in Qatar.

UTM IN THE WORLD

The question I am often asked is 'How does this satellite office help UTM to better its reputation internationally?' Qatar is a country that is developing rapidly, with people coming in from all over the world everyday to seize new opportunities. By being here and actively helping in its development, in effect we are also creating opportunities for UTM to shine. My previous experiences in UTM have helped me greatly and as a consultant here, we have been able to share some extraordinary know-how. My teaching method has become a good model as it uses problem-based, active and experiential learning. The UTM teaching method is also disseminated through articles I have written for Tawasol, the university's education development journal.

HOPES FOR THE FUTURE

The UTM office in Qatar University is not yet a year old and we expect it go through several phases of development. It must be remembered that the office in itself is also a short term strategy as UTM may find bigger and other opportunities in Qatar and set up a branch here one day which is what the US is doing with Carnegie Mellon, Texas A&M, Cornell, Georgetown and North Western. It is not impossible for us to replicate this because Malaysia has an outstanding reputation as a developing but moderate Muslim country. The Malaysian government has had the right policy to only allow Malaysians to work as professionals in Qatar, which is good for Malaysia's image. Many engineers I meet here are UTM alumni and this is another thing to be proud of. There are many people in Qatar who wish to obtain their education from UTM. In the future, they can study in Qatar during the initial stage before continuing their studies in UTM in Malaysia. I think that this will be a reality one day.

"Qatar possesses abundant research funds and the majority of it goes to the United States, so it is UTM's hope that it can also bring in some of that funding. As for Qatar University, UTM has a very interesting Summer Camp programme and it aims to send their students to join the camp this summer"



Prof. Dr. Ahmad Zaki Abu Bakar
*Visiting Professor UTM Satellite Office,
Qatar University*

THE UNIVERSITY PRESIDENTS' FORUM

Today's challenging environment in socio-economics, politics and educational demands has forced higher educational institutions to transform themselves to remain relevant and effective in confronting the demands of the present global scenario. Developing nations including Malaysia cannot remain static or complacent with our present status quo. We need to leapfrog from the current labor-intensive economy into an innovation-led knowledge economy to remain competitive.

Higher education institutions have a major role to play to nurture a fertile academic culture and encourage a vibrant intellectual ecosystem that promotes highly skilled human capital who are creative, innovative, and ready to face the challenges of the future. At the same time, university as a microcosm of a larger community should lead in pertinent issues facing the world, such as the role of universities in innovation-led initiatives and issues of sustainability.

In our effort to meet these challenges, four key themes have been outlined for further discussion in this forum, including:

1. Positioning University Focus in Innovation-Led Economy
2. Strengthening Innovative Academic-Industry Partnership
3. University of the Next Generation - Creation of Sustainable Campus
4. Future Internationalisation Policy & Direction

and other topics relevant to the current development of higher education.

The Presidents Forum, first introduced in March 2009, has attracted strategic links and synergistic alliances with more than 50 universities from around the world through the signing of MOUs. Vice-Chancellor Prof Dato' Ir Dr Zaini Ujang said this would be a great opportunity for UTM in more ways than one. According to him "We hope that with this kind of networking, these universities will host our students when they are sent abroad under the Global Outreach Programme". In 2010, the annual forum was attended by university presidents, vice presidents or their representatives of 22 universities from 11 countries. The esteemed grouping worked to identify common issues and opportunities, as well as forge international networks among research universities that would further strengthen the globalisation of higher education and research.

The heads of universities in the forum also forged ahead to strengthen efforts in academic and research development between the participating universities, such as through the strategic partnership programme of the UTM-established Iskandar Malaysia Academic Partnership (IMAP).

Under the IMAP programme, several key initiatives involving joint degree programmes, joint research programmes, students and staff exchanges are expected to be expedited between the participating universities and UTM.



RESEARCH COLLABORATION WITH MIT IN INDUSTRIAL BIOTECHNOLOGY

It is a link with one of the most respected research university in the world, and Universiti Teknologi Malaysia (UTM) is not taking its collaboration with Massachusetts Institute of Technology (MIT) lightly. UTM will work with MIT to conduct research activities in the field of industrial biotechnology. With MIT's treasure of many high quality professionals and research capacities, the University hopes to enhance its own capabilities so it can contribute to our country's biotechnology industry and environmental sustainability.

UTM Vice-Chancellor Prof Dato' Ir Dr Zaini Ujang said the collaboration will focus on advanced industrial

biotechnology; microbial consortium for CO₂ reduction in wastewater biodegradation and treatment; microbial bioreactor for self-sufficient electricity generation (for wastewater biodegradation); and in the designing and building of a model to create a microbial bioreactor for wastewater treatments.

UTM has allocated RM8 million for 5 years to finance 6 academic staff who will conduct research at the PhD level, and 4 post-doctoral levels in MIT. In addition to that, 5 lecturers from MIT will be appointed as Visiting Professors to supervise the research projects led by a group of UTM researchers.



Research Collaboration between UTM and MIT



University Presidents' Forum

THE ALUMNI CONNECTION

Deliberate efforts were made by UTM to engage and communicate with its alumni in 2010 as the university was cognizant of the fact that real experiences would inspire its students. A total of 10 UTM alumni members were recognised for their efforts during the Citra Karisma UTM Excellence and Appreciation Awards, with UTM Vice-Chancellor Prof Dato' Ir Dr Zaini Ujang presenting the honours.

It is also the intention of UTM to recognise the commitment and efforts made by its alumni to bring the university to greater heights. There is no question that alumni members who are highly competent and qualified in their individual fields are valuable assets and contributors to the university.



Outstanding ALUMNI:

- **Prof Selamat Hashim (Associate ALUMNI)**
Tokoh Maal Hijrah Negeri Johor 1432
- **Prof Tan Sri Dato' Ir Dr Jamilus Md Hussein**
*Honorary Doctorate
(Technology Management) UUM*
- **Tuan Haji Burhanuddin b. Md. Radzi**
Asia Brand Leadership Award
- **Prof Dr Khairudin Ab. Hamid**
*Naib Canselor UNIMAS
Honorary Doctorate from Lim Kok Wing University*

Among the UTM Alumni members who received UTM 2009 Excellence and Appreciation Award:

Ir John Cheah Kam Loong (Dip. Civil Eng., 1962)

Principal, CIENCO Consulting Engineers

He is a born and bred Kuala Lumpur native, not only known for his dynamic leadership skills but also known for the success of a company under his wing called CIENCO Consulting Engineers. He is renowned for his 35-year involvement in Rotary International, an esteemed community service NGO. He has been appointed as the Rotary International President and has been Malaysia's special representative to countries like the Philippines, Taiwan and India as an Ambassador of Peace. He has 20 years of experience in government departments such as Department of Irrigation and Drainage, Health Ministry, Johor Bahru Municipal Council, besides having more than 35 years of experience as a consulting engineer. He is an active and amiable alumni member who has been involved with many of the university's programmes.

Dato' Hj Nik Farid Mohd Kamil (Dip. QS, 1967)

Executive Director, Perunding NFL Sdn. Bhd

With a Dip. Building Economics from University of South Bank, UK obtained in 1969, Dato' Nik Farid went on to work with James Nisbet & Partners in the UK and also became a lecturer in ITM. He is also on the Malaysian Quantity Surveyor Board, a member of the National Professional Services Export Council, MATRADE and a member of the Sub Committee Technical Qualification, JPA Qualification Recognition Unit. He has devoted his time and energy in many UTM alumni activities.

Dato' Ir Hj Azizuddin Meor Hamzah

(Dip. Civil Eng., 1965)

Executive Director, DWI-Runding Sdn. Bhd.

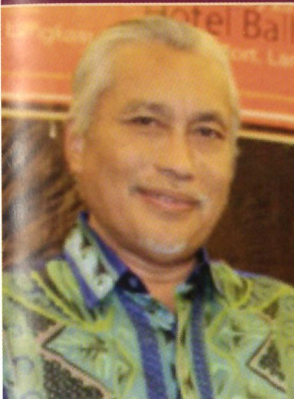
Dato' Ir. Hj. Azizuddin served as a technical assistant at the Kedah Works Department after finishing his studies at the Kuala Lumpur Technical College. He then continued his studies and received the Fellowship Diploma in Civil Engineering from the Royal Melbourne Institute Technology in Australia, later working as an engineer in both Australia and Malaysia. He would later become the head of the Technical Division in the Negeri Sembilan State Development Corporation. Azizuddin currently runs his own consultancy firms C & S and M & E. He is also active in non-governmental organisation (NGO) bodies such as the Tun Hamdan Foundation Board of Trustees. He has also served as a member of the Standards Department accreditation committee and is now on the board of directors of FELCRA Berhad Malaysia.

Dato' Prof Ir Dr Johari Basri (B. Eng. Mech., 1977)

Director-General, Department of Security and Health (DOSH) Malaysia

Dato' Prof Ir Dr Johari Basri is a professional engineer and the director-general of the Department of Occupational Safety and Health (DOSH) Malaysia. He is also on CIDB Malaysia board of directors. Beginning his career as a Factory and Machine Inspector in 1977, he is now an expert in the management of risk and safety. Dr Johari is an expert on OSH issues as he is also the executive director of NIOSH Malaysia and was the executive director of the ASEAN Secretariat of OSHNet from 2004 to 2007. He is a visiting professor to two Malaysian universities.

"The experience of studying in UTM is a sweet memory I will never forget. It is the result of my lecturers' commitment and dedication to teaching us students in a complete and happy learning environment. It fired up our spirits to learn more and achieve great heights." - *Dr Sazali.*



"I was accepted into the Technical College at Jalan Gurney, Kuala Lumpur, in August 1959. For someone with no background whatsoever in science, it was very difficult to study here, but because there was a very organised teaching system in the college my interest to learn kept growing and growing, until I happily passed my final year. Congratulations to UTM - with the Vice-Chancellor's leadership, the university's staff and alumni, the University now has a name overseas due to its collaborative programmes in the United Kingdom and America." - *Dato' Ir Hj Azizuddin.*

GIVING BACK TO THE COMMUNITY

"You are not here merely to make a living.
You are here in order to enable the world to live
more amply, with greater vision, with a finer
spirit of hope and achievement. You are here to
enrich the world, and to impoverish yourself if
you forget the errand."

- Woodrow Wilson (Former US President 1913-1921)



Students who are true *modal insan* know that the best creativity and innovation comes from a desire to help others and improve lives. This year, UTM and its students were involved in various activities at the grassroots level and having done so, internalised vital lessons about empathy and community.

VOLUNTEERISM

UTM students displayed their big hearts and dedication this year in their volunteer work in West Sumatera, Indonesia. From June 1st - 7th 2010, the UTM chapter of the Malaysian Universities Volunteer Council (MASKUM-UTM) took a team of student volunteers in the Sinar Kasih (MERSIK'10) project to Pariawan, Padang. This where scores of earthquake victims had lost family members and property in the devastating natural disaster of Sept 30th, 2009. MERSIK'10 also co-operated with the Malaysian Universities Volunteer Council (MASKUM) and University Andalas in their efforts. This was a beneficial learning experience for UTM students, who learned more about organisation and teamwork. The inter-university co-operation enlisted 47 volunteers from 16 higher learning institutions and 22 MASKUM officers in the project.

Closer to home, local communities in the country were also a focus for UTM students having organised 43 community service projects in 2010. A total of 1,420 students from various colleges, MASKUM-UTM and academic associations did volunteer work. Among the many projects organised were the Tautan Kasih Gelang Patah, the Pangkor Education Camp & Community Service 2010 (PECCOS'10), as well as Jalinan Ukhwah, Sedili Community Service 2010 and the Khidmat Insan Dinamik 2010 (PROKID'10). The Perdana Students College Committee also organised the Academic Services and Technology Sharing (LASTECX'10) held from Dec 6-11th 2010 in Beijing, China.

THE UTM ENDOWMENT FUND

Cognizant of the fact that most top-notch universities in the United States have endowment funds to better run and finance their activities, UTM established its own fund in 2010. The financial source of this fund will come from the donations of the community within

and outside the university. For the year 2010, the univeristy managed to raise a total of RM3.59 million. Donations from staff, graduates, alumni, individuals and the corporate sector to the fund will go towards supporting the university's academic & research programmes such as scholarships for undergraduates, the sponsorship of Professorial Chairs and the implementation of high impact programmes. Funds have been collected through various avenues which include donations through staff payroll deductions, royalties from book sales and others. Students have the opportunity to contribute part of the proceeds from their activities, while individuals or corporate bodies can also sponsor buildings, residential student halls or labs to promote their organisation in the university.

It is hoped that by 2020, the UTM Endowment Fund would have amassed a fund of RM500 million and be able to sponsor all its best and most promising students. This follows the spirit of Egypt's Al-Azhar University which has a large enough fund for its activities without the need for student fees.

UTM has also received RM100,000 for its Student Development Programme from Cardiff City Football Club to strengthen UTM's football activities with the hope that it can help work towards improving the standards of local football.

The UTM Endowment Fund, a fund started by the Vice-Chancellor, Prof Dato' Ir Dr Zaini Ujang through a portion of his Merdeka Award prize money. It is anticipated that the fund will receive RM100,000 from returns package provided to the staff of UTM. A generous amount will also be contributed by Prestariang Group, a Cyberjaya-based company that focuses on ICT training, certification and software.

The UTM Endowment Fund 2010

No.	Source	Total (RM)
1.	Contribution from Vice Chancellor's Office	52,430.00
2.	Contribution from Staff/Companies/Individuals/Faculties/Associations	1,555,374.43
3.	Contribution from Graduates (MPP)	200.00
4.	Investment Profits	4,650.41
5.	Payroll Deductions	3,415.00
6.	Book Royalties - <i>'Menghayati Budaya Ilmu'</i>	102,396.15
7.	Contribution in Conjunction with the Convocation	12,074.45
8.	Contribution Alumni Funding	1,795,100.86
TOTAL		3,525,641.30

BACK TO UNIVERSITY

The biggest contributor to the UTM Endowment Fund in 2010 is Dr Abu Hasan Ismail, Prestariang Systems Sdn Bhd Chief Executive Officer, who has committed to his alma mater through his company. Here he explains why UTM's Endowment Fund is important and worth contributing to.

Q: What has inspired you to contribute to the UTM Endowment Fund?

A: I think, first and foremost, is that I am an alumnus myself. Secondly, it is a social responsibility to the country so that the development of our human capital moves in tandem with the support from the corporate sector. Also, initiatives like the UTM Endowment Fund are extremely relevant to my company's mission and vision, which looks at enhancing an individual's potential through lifelong learning. I believe that education plays a huge role in preparing the next generation for the country's future social and economic success.

Q: What do you hope the funds given to UTM will go to?

A: I hope that UTM will use the donation as best as it can in the effort to improve the teaching and learning facilities and services for the students and staff. I also hope that UTM will dispense the funds to those who truly deserve - those who perform well and who need help to further their studies.

Q: What about your hopes for other companies or individuals who wish to make donations to the fund?

A: Malaysia actually has many students who are hardworking and smart and who wish to increase their knowledge but they lack financial resources to further their education. This has caused them to drop out and Malaysia will lose many people who could have been the skilled and knowledgeable workers. That is why, I hope any company or individual who wishes to help the country gain more human capital to support these initiatives. We would actually be investing in a brighter future for our country.

SERVICE TO SOCIETY

A New Approach to Serving the Community

The University's community service programme has undergone a facelift as UTM heightens its role as a committed player to nation building. The university's community of students and staff has involved themselves with social activities to fulfill their responsibilities as caring Malaysians. Every term holidays, busloads of students from various universities travel to every corner of the country to serve the community, especially in rural areas. UTM has spent thousands and formed all sorts of programmes to do this and the University is immensely proud of its students for joining these programmes wholeheartedly.

These efforts have two main positive outcomes - firstly, we are helping various communities in specific locations, and secondly, it is an important activity for our students to learn more about empathy, leadership and service to the public. It is a core goal of UTM to produce students with not only academic virtuosity, but with a sense of humanity and empathy for the mankind.

After many years of good work, UTM felt this programme has to be given value-added features, so our students could better understand their individual roles and UTM's role in helping the social economic conditions of Malaysia's citizens. As a non-profit knowledge institution, contributions that UTM now offers would be based on new innovations and expertise that the University could apply in real terms. This is the university's role as a scientific and research university, one that can share the beauty of how knowledge and science can better people's lives. By concentrating on innovative solutions, this also allows the communities that are being helped to understand the importance of higher education and how knowledge can benefit people in every aspect of their lives.

New innovative community services such as a student in water engineering can help with the problem of water pollution in affected areas or conduct studies on drainage systems while those in the architectural line can assist those in district offices to build community halls or mosques. On the other hand, those in veterinary services, can provide services such as advice on livestock. A wide ranged of of trained students can go to the ground, solve problems and use their knowledge and skills in practical terms, thereby helping the local communities to improve their livelihoods, facilities and social conveniences. These projects can also be UTM's students' research projects either in their undergraduate or postgraduate degrees.

Previously, students have been conducting social programmes based on physical or routine activities such as gotong royong, cleaning mosques, cemeteries, shelters for flood victims, or giving motivational talks to children. However, UTM feels that these activities could be performed by scores of non-governmental organisations or secondary school students who are currently performing similar services. As a university



that can assist in different ways and in a more specific way, UTM wants to use science, knowledge and real skills to benefit both its students and the community. This will result in outcomes of high value as well as have more impact and precision which would mean that any of the activity or effort undertaken will no longer be mere routine.

As a sign that these socially responsible activities are taken seriously, UTM has made USR a Key Performance Indicator (KPI) of the University. With USR, the expertise of students such as in the field of wireless technology, IT, water recycling, solar power and town/village planning can be shared and utilised to its greatest potential.

Until now, as many as 300 programmes have been organised in collaboration with the committees of student residential colleges as well as relevant faculties.

Among the high impact programmes of 2010 are as follows:

THE TRANS BORNEO BIODIESEL EXPEDITION 2010

With the theme '*Go, Go Global*', students from the Tun Dr. Ismail Residential College went on a 2,077 km journey from Pontianak, Kalimantan to Kudat, Sabah, on a bus running on bio-diesel.

The expedition took 12 days - from May 3rd - 15th and saw 40 students and 14 staff taking part.

MENITI SINAR PADANG INDONESIA (MERSIK 2010)

MERSIK is a follow-up of a programme conducted in the previous year, with the participation of 18 people. from May 15 - 20th, these participants went to Lubuk Alang, Padang to build a '*somor bore*', which supplied clean water to the area. Students were able to put their theoretical skills and knowledge to the test.





FOR OUR EARTH

UTM's Pride and Joy - A Sustainability Campus

"A healthy campus environment with the prosperous economy through energy and resource conservation, waste reduction and an efficient environmental management and promotes equity and social justice in its affairs and export these values at community, national and global levels."

- Cole (2003)

SAVE AC

Set the room temperature to 24°C

All windows and doors must be closed when the air conditioner is on

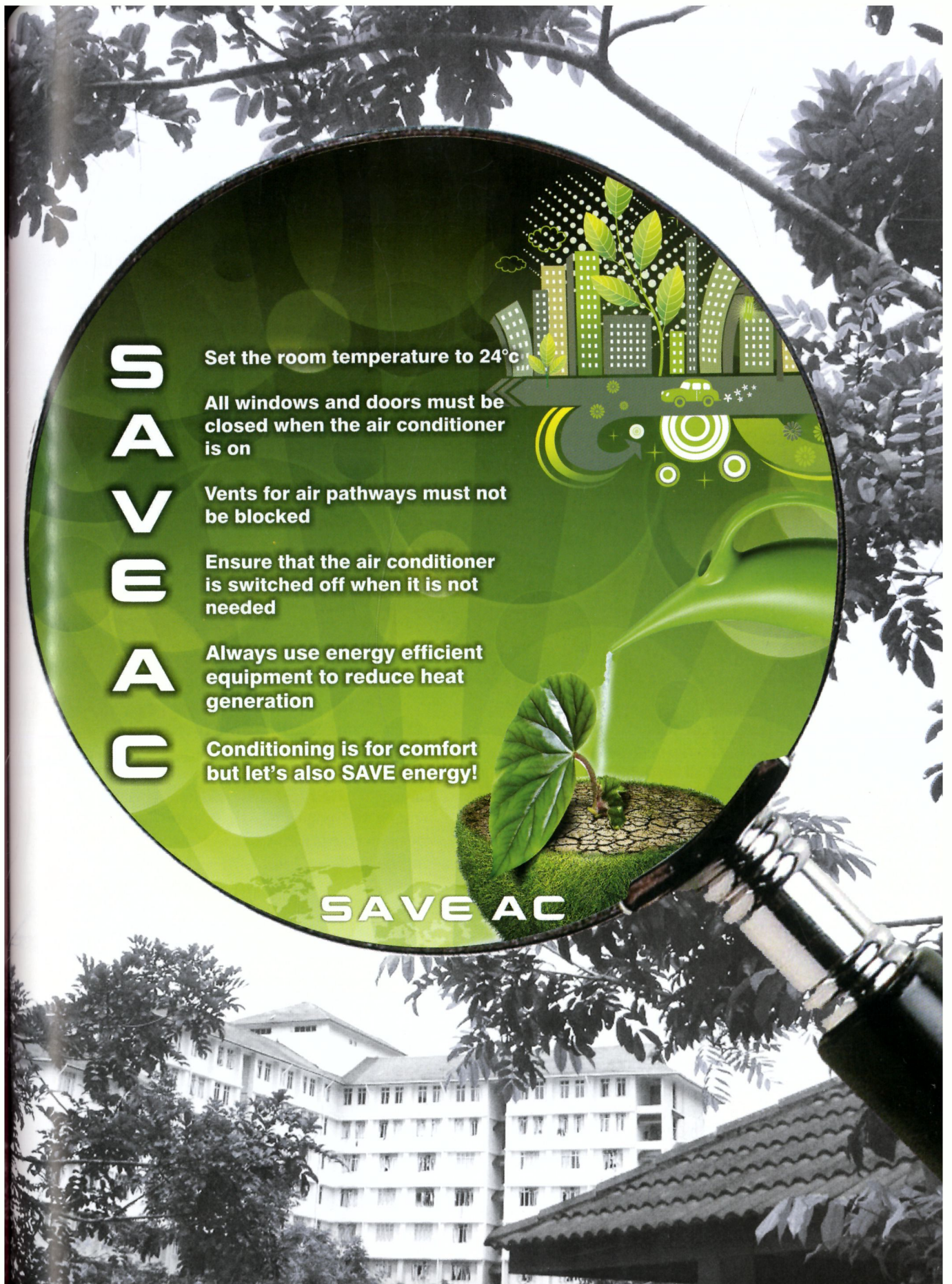
Vents for air pathways must not be blocked

Ensure that the air conditioner is switched off when it is not needed

Always use energy efficient equipment to reduce heat generation

Conditioning is for comfort but let's also SAVE energy!

SAVE AC



As a university thoroughly committed to the environment and the use of science and technology to find ways to care for it better, there is no doubt that UTM shall commit to 'walk the talk'. UTM has established a campus that is green and eco-friendly and continues to find ways to make it even more inspiring to students and staff as a sustainable and environmentally-aware zone.

DEVELOPING A SUSTAINABLE UTM CAMPUS INITIATIVES

Sustainable development looks at development that takes the environment into account, one that is futuristic and equitable. The emphasis on sustainable development is on using resources wisely, especially in the context of planning, commitment and taking in the involvement of all vested parties.

In UTM's view, the vested parties for sustainability are members of the University's community. Therefore, everyone in UTM's innovation and creativity eco-system are now pleased and proud to see their campus fulfilling its role as a sustainable environment - filled with greenery, natural landscapes, and with accompanying programmes to sustain and maintain it.

Among the initiatives undertaken by UTM in 2010 have been:

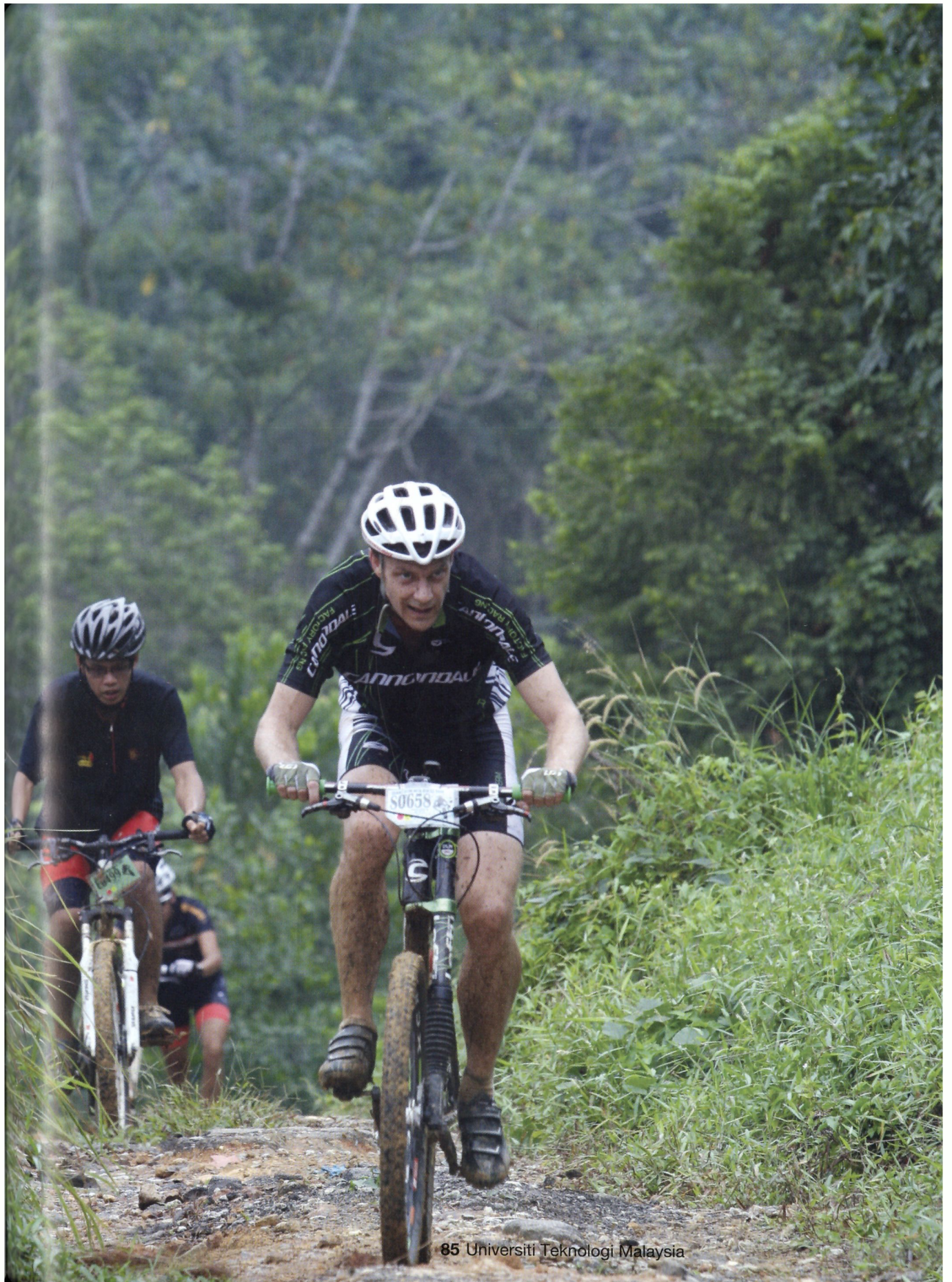
1. Efforts to reduce the overall carbon emissions produced by university-related activities.
2. Promotion of walking and cycling - to improve health and wellbeing of staff and students.
3. Encouraging innovative, ongoing and adaptive measures as well as monitoring of the impact of efforts.
4. More efficient use of the university's resources such as utilising some current car parks for other uses and using energy-efficient appliances. UTM installed 15,000 energy-efficient light bulbs in 2010 including the main areas such as the Sultan Ibrahim Chancellery Building and the Sultanah Zanariah Library. As a result, the university recorded savings of RM800,000 on the electricity costs.
5. Improved public transportation alternatives as well as increased cycling and walking lanes for the benefit of all.
6. Promoting 'Zero Polystyrene' green initiative. *(Details below)*

ZERO POLYSTYRENE

The University has banned the use of polystyrene in its campus and this has been enforced in stages - with polystyrene food packets now a rare sight in its arcades, cafes and restaurants. Among the efforts to complement this policy is to replace these food packets with recyclable plastic containers and organise the 'Campaign to Sell Reusable Food Containers' in student arcades. There have also been efforts to encourage stall owners to use environmentally-friendly packaging for their food.

LESS PLASTIC

The use of plastic is all-consuming and prevalent in many public areas in Malaysia and UTM wants the University to be a place where people are mindful of wastage and habits which are unsustainable. To show UTM's commitment to environmentally-friendly practices, its management is leading the way with a policy to ban the use of plastic bottles for all its meetings held in the university. It hopes to set the example for its students and to encourage the UTM community to break the plastic habit.



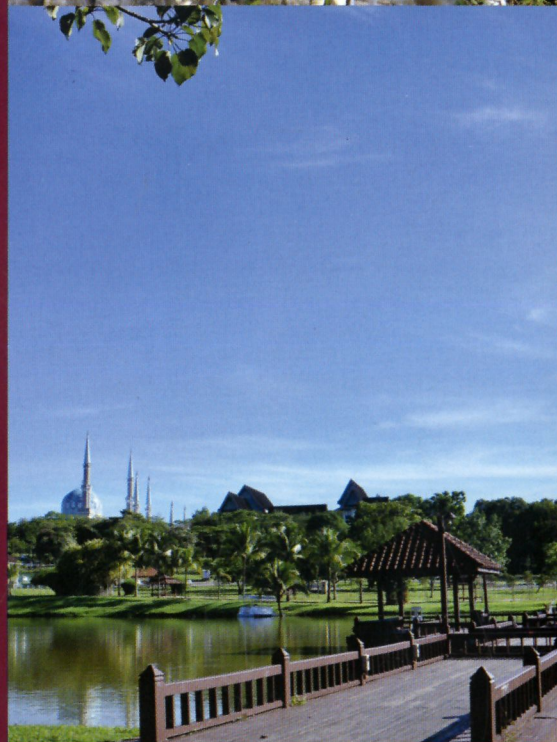
RECYCLING

The management of waste in UTM has improved with the addition of recycling bins in the UTM campus. Besides that, the campaign also encourages recycling and the treatment of waste through composting as some of the University's efforts to reduce its overall waste production.

THE UTM TROPICAL PARK

The Universiti Teknologi Malaysia (UTM) Tropical Park or *Taman Tropika* is a public park that was built specifically for recreation of the University and the surrounding communities. The lush and beautiful park is beside a lake that is renowned for its collection of heliconias and ginger species. It is designed as a place of leisure that provides aesthetic pleasure for those who seek to relax and rest in its grounds. It is a delight for students who need to take a break after a busy day of studying.

Visitors to the park can also de-stress and unwind with the recreational activities available such as water sports, jogging path, etc. The *Rumah Tropika* located in the park is a wooden structure that functions as an information gallery for the Tropical Park. It is built to perfectly complement the surroundings. The wooden structure faces the lake with a wide and open pavilion and wooden decorations.





THE HEALTH LIVING PROGRAMME

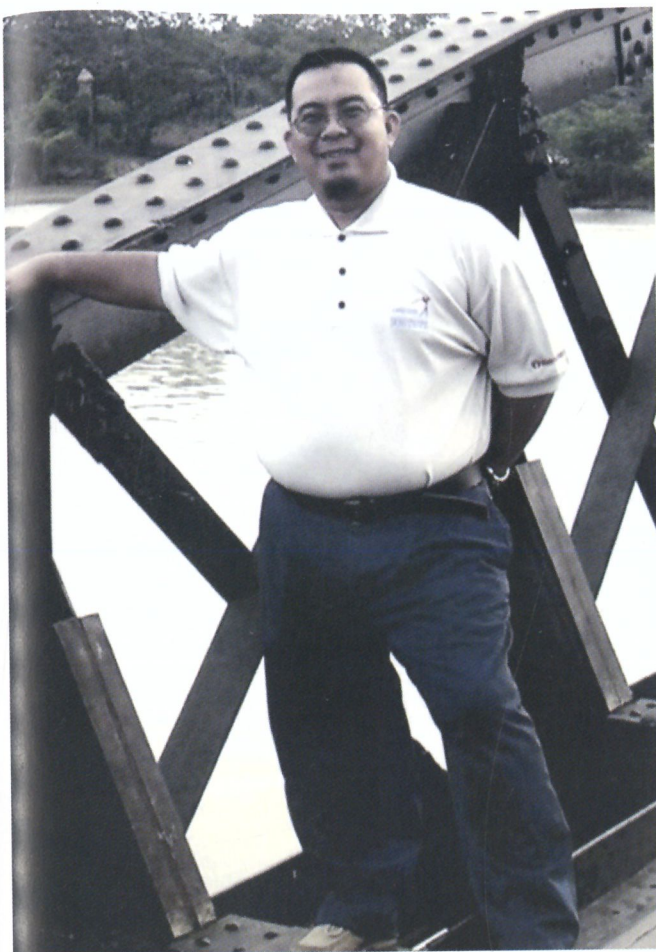
In line with UTM's emphasis on a well-rounded and sustainable lifestyle, the University has also developed a healthy living programme to spread awareness and provide training to its staff. Various topics on health and fitness are included in the programme such as work stress, unhealthy habits and diets, etc. The programme details the costs of being ill or unhealthy such as the financial cost for treatments, painful symptoms, productivity at work and being a burden to the family.

With those issues in mind, the programme involves recording the health statistics of UTM staff, especially

those with health problems. This is done by helping them create goals and make changes for a healthier life. In 2010, the University came out with a healthy diet guideline. This guideline has also taken into account the planning of types of food served at all UTM events. Staff members who were identified as overweight or unhealthy were advised by their heads of department to follow the programme's modules and their progress would be monitored.

As a result five groups were formed, and the first group to complete the module at the end of 2010 involved 31 participants.





Before

“....The programme can help us become more disciplined, make us love our bodies more and appreciate the value in ourselves” ... Dahari Derani

Dahari Derani, a participant in the UTM Healthy Living Programme, completed the programme successfully and recorded a weight loss of 13 kg.



After

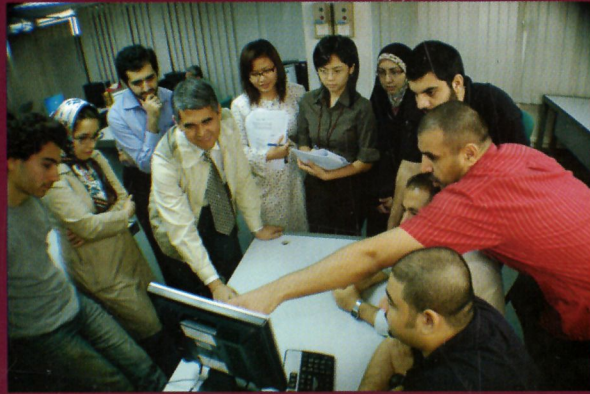
OUR TRANSFORMATION AND GOVERNANCE

“...the era of the Government knows best is over. The civil service can create various channels for the public and private sectors to engage in governance processes and decision-making, such as dialogues and consultative meetings.”

Tan Sri Muhyiddin Mohd Yassin
15th Civil Service Conference 2010

There is always a need to continuously check and audit the performance of an organisation. In October 2010, UTM established the Transformation, Risk Management and Audit Division (TRMA) to assist in the University's organisation-wide transformation programme. The division ensures that the planning be implemented more efficiently and effectively through creativity and innovation. It will look at main priorities such as initiation of multitasking, cost advantage and high impact strategic efforts, as well as focus on the areas of teaching and learning, research and development, set and facilities management; finance and human capital. In general, the objectives of TRMA are as follows:

- (a) To ensure effective measures, strategies and actions are undertaken to minimise risks that can hinder the university from meeting its objectives;
- (b) To establish a comprehensive risk management framework for the university;
- (c) To ensure the university's risk management activities are monitored and reported regularly;
- (d) To plan the staffing and financial needs of the Internal Audit and Risk Management Units;
- (e) To coordinate the activities of and within the Internal Audit and Risk Management Units;
- (f) To establish a secretariat for the transformation process to enhance the university's risk management and create an official framework between the risk owners, the management and the university's Risk Management Committee;
- (g) To study and evaluate the completeness of the University's policy on risk management in order to identify, measure, monitor and control risks optimally;
- (h) To create management enablers (means, knowledge and opportunity) in all units for continuous in-house risk assessment.



A 360-DEGREE EVALUATION SYSTEM

In the effort to generate University staffs that are balanced in terms of personality and expertise, a 360-Degree Evaluation System will be conducted voluntarily during staff assessment activities. The system implemented in most corporate agencies is able to give a better picture of the staff's performance in a more holistic and fair manner. In the end, the system is expected to give true and fair indicators to assist the management in the promotion exercise process especially for administrative posts.

ENHANCING ENGLISH LANGUAGE PROFICIENCY

In 2010, a few initiatives were implemented to enhance the command of English not only for the University's students but also for its non-academic staff. In 2011, new initiatives will be introduced in addition to the ones that had been carried out. These include:

- (a) Having all students sit for the Test for English Communication Skills for Graduating Students (TECSGS);
- (b) Encouraging all non-academic staff who are in grade 27 and above to join the English enhancement programmes as part of their yearly CPD;
- (c) Organising English Language Week every four months in 2011 to ensure that the language is used by everyone in the University. This would include the academic staff, non-academic staff and students. Various programmes will be introduced such as public speaking, writing and meetings in English, book reviews as well as English Language Intensive classes;
- (d) Organising of Language activities by the Sultanah Zanariah Library. They will conduct essay writing competitions, book reviews and other activities in English to promote the wider use of the language;

- (e) Attending English Language Programmes as part of the requirement for participants of the Global Outreach Programme (GOP). This would include students or non-academic staff who will be required to prepare written reports and conduct seminars in English.

EMPOWERING THROUGH EXECUTIVE EDUCATION

A University's excellence shines through its ecosystem and UTM is ensuring its staff continues learning at all times. Throughout the years, the Human Capital Development Division of UTM has carried out its responsibilities in planning and conducting various human capital development programmes in relation to areas like management or administration. The UTM Centre for Teaching and Learning (CTL) meanwhile is entrusted with the task of conducting courses and research with regards to teaching and learning.

In 2011, UTM will introduce a new initiative - Executive Education. The programme is opened to all staff as it is an obligation of the University to provide a minimum of seven days of annual training to its staff. The package in collaboration with UTM SPACE will be structured to ensure that all UTM staff will get multiple benefits. In this case, they can fulfill the yearly training requirement and be conferred with either certificates, diploma, undergraduate or graduate degrees at the same time. Indirectly, all staff will be able to obtain the benefits of academic and practical training.

As a start, 60 support staff will be selected for the UTM SPACE diploma and undergraduate programmes and 10 staff from the management team will join the MBA programme at IBS or the Master in Technology Management programme at the Faculty of Management and Human Resource Development.



IMPROVING ICT SERVICES

As a research university with technology at its core, UTM fully embraces the use of ICT in its services. Whether to reduce customer complaints, allow effective information retrieval or provide facilities for the top management in decision-making, it ultimately helps to reduce operational costs. However, UTM also realizes that the ICT industry is the world's fifth biggest user of energy. The generation of energy for the ICT industry emits CO₂ gas that equals the whole aviation industry. A computer server generates an equivalent amount of CO₂ that is produced by an SUV. Therefore, in line with UTM Sustainable Campus Program, a few Green ICT initiatives such as the use of virtual servers (virtualisation), cloud computing and low carbon data centre will be undertaken in 2011. These initiatives are expected to reduce ICT operational costs and at the same time reduce carbon emissions by 15% according to ISO 14060.

In enhancing the efficiency of services rendered, a few e-applications have been developed in collaboration with CICT and are expected to be fully commissioned in 2011. The applications are:

- (a) E-Document Management System and office automation using Dr Doc system to enhance record management, correspondences, search process, minutes of meetings;
- (b) E-application or online job application;
- (c) E-promotion or online promotion application for academic staff;
- (d) E-exam application or online application to sit for examinations;
- (e) E-LPPT for online academic staff performance appraisal; and
- (f) E-LNPT for online non-academic staff performance appraisal.

The most exciting thing about the ICT improvement has to do with the way UTM students will learn. The existing e-Learning system will be given a new fresh

look as UTM will be a member of the consortium of open courseware, spearheaded by none other than the prestigious Massachusetts Institute of Technology. Starting with 10 open coursewares and eventually 100 more coursewares will be developed in 2011 that would place UTM on the same level as other reputable open courseware developers such as MIT, Tokyo and Stanford Universities. This will surely elevate the visibility and branding of UTM in the world academia arena which is in line with UTM's aspirations of internationalising education.

To enhance the value of innovation, UTM's high performance computerisation network (HPC) will be connected to the Trans-Eurasia Information Network 3 (TEIN3) in 2011. In addition, the virtual conference service provided by MYREN (Malaysian Research Network) will be fully utilised to increase collaborations with European and Asia-Pacific researchers.

To boost the efficiency of the said initiatives towards achieving *Key Amal Indicators* (KAI), the Balanced Score Card System will be enhanced. The University will use a monitoring system based on quality that is at par with that of the Prime Minister's Department. This will be given priority as part of the initial stages of early reporting of initiatives. This stance will allow the relevant managers to take necessary corrective measures should the projects go off track.

Besides providing the landscape for conducive learning and research to support the concept of an entrepreneurial research university, the electronic initiatives are also aimed at creating the best administrative practices. This shows the seriousness of UTM's support to create a paperless environment while increasing information accessibility. Awareness campaigns and trainings will be held throughout 2011 to encourage the use of these systems. These initiatives are also expected to optimise resources, human capital and improve organisational efficiency.

PRUDENT FINANCIAL MANAGEMENT

An organisation able to deliver and manage its funds without wastage has the prerequisites to be able to participate globally. As such, the Bursary Office has and will broaden two of its new initiatives in 2011 in the management of its financial system towards greater financial prudence.

- (a) An integrated financial and delivery system. A system that allows students to pay their study fees through bill presentment was introduced at the start of the 2010/2011 academic session. The implementation of the system will be broadened to shorten the registration time of new students, thus reducing the staff man-hours needed to perform the task. The payment method for international students in the form of letter of authorisation will allow the fees to be deducted automatically from the student's personal account without having to go to the counter.
- (b) The establishment of the Bursary Zoning Office (PZB). This is to allow easy access to the service system. Zoning of the Bursary Office was established to reduce red-tape and indirectly enhance enforcement of the rules and procedures.

INCREASE MULTITASKING SKILLS

To be a competitive a world-class University, the staff of UTM from all levels will be given training in various modes to help increase work process efficiency based on man-hour allocation to perform certain tasks. UTM staff will be trained with multitasking skills to perform different job functions to encourage innovation culture. Work culture will be strengthened using the SMART approach - Specific, Measurable, Achievable, Realistic and Time bound.



PROVIDING STIMULATING, ENTREPRENEURIAL AND QUALITY LEARNING ENVIRONMENT

This strategic thrust goes in line with the NKRA, which is part of the priority in GTP to enhance the value of students' learning. To achieve that, ever since 2010, UTM has introduced many innovative programmes to provide the learning environment that supports the MBE. This includes the following programmes:

FIVE EXCELLENT TRACKS PROGRAMMES, SETP

Beginning 2011/2011 session, 50 first year students from different courses will be selected to undergo the Five Excellent Track programmes in UTM. The SETP will be headed by the Office of the Deputy Vice Chancellor (Students Affairs and Alumni) in collaboration with the Office of the Deputy Vice Chancellor (Academic and Internationalisation) to enhance skills, interests and creativity of students while they are in UTM. The SETP includes the following fields:

- (a) Nobel academic excellence thrust;
- (b) Sports excellence thrust;
- (c) Leadership excellence thrust;
- (d) Entrepreneurial excellence thrust; and
- (e) Tahfiz excellence thrust (for *tahfiz* students who are in programmes other than Islamic Civilisation).

To achieve the objectives of the SETP, each group will be given RM50, 000 annually to conduct various activities to enhance the participants' performance either through courses, training, visits or programmes.

ENHANCEMENT OF CREATIVE TEACHING PROGRAMMES QUALITY

To enhance the quality of teaching among the academics, the management will introduce a special programme to allow lecturers to learn, try and adopt creative teaching methods. Lecturing should not be regarded as solely a work responsibility as lecturing needs to be made attractive through interesting and outstanding presentations. To achieve this, in 2011, a new initiative will be introduced by bringing a group of film directors, actors and electronic media personalities to help 50 UTM lecturers boost their lecturing skills.

The aims, besides giving quality presentations will help the lecturers towards producing documentary materials related to their lecture contents as what was done by Prof Niall Ferguson (Harvard University) and Prof Paul Nurse (2001 Physiology/Medical Nobel Prize Winner). This transformation in lecturing is very much relevant today especially with e-Learning and various audio-visual production facilities available at the CTL Corporation. UTM will also be working closely with Telekom Malaysia to use IPTV (internet protocol television) for content development that can be marketed widely as seen in scientific documentaries in the Discovery and National Geographic channels.

HARVARD BUSINESS SCHOOL CASE STUDIES

Since July 2010, UTM has started conducting courses using case studies prepared by the Harvard Business School (HBS) to give a value-added dimension to learning for UTM graduates. The innovation in teaching and learning involves UTM students from all levels of studies in selected courses and the course conducted every semester would be according to their level of studies. The method introduced is aimed at giving the students different perspectives of their studies.

By using HBS case studies, students are given real situations in respective industries and will also be involved in solving problems of giant companies such as IBM, Coca-Cola, Pepsi, Apple, Shell, Starbucks, Intel, NASA, Boeing, Airbus, HTC, etc. This programme is expected to open students' minds and allow them to have multiple perspectives of products, systems, technologies, marketing, branding and finance. In 2011, more HBS case studies will be introduced. The management of UTM will collaborate with the HBS Alumni Club of Malaysia to invite a few professors of HBS to train more UTM lecturers to conduct HBS case studies.

STUDENTS INNOVATION CENTRE

In 2010, the management of the University has approved an allocation of RM1 million to establish the Students Innovation Centre under the supervision of the Office of the Deputy Vice Chancellor (Academic & Internationalisation). The centre will assist all faculties in transforming academic programmes especially the undergraduate projects to become more innovative, interesting and competitive. An Innovation competition for students will be held at the end of each semester to encourage healthy competition besides doing the normal written thesis. The centre will also provide facilities and equipment to help students start off their inventions and designs by conceptualising their ideas into forms of models and prototypes.



DYNAMIC AND INTEGRATED INTELLECTUAL ECOSYSTEM

THE ESTABLISHMENT OF THE MEDICAL FACULTY

The University has proposed to the Ministry of Higher Education (MOHE) to establish its own Medical Faculty to allow a more vibrant academic environment in UTM that would include modern knowledge disciplines. Unlike the commonly offered medical programmes at other local universities, UTM aspires to offer MBBS-PhD, an integrated programme to nurture medical experts to be well-equipped with research and innovation skills which is similar to the programme offered at Imperial College, London. The management is also planning for a mutually beneficial collaboration with KPJ Healthcare Berhad which is to build a hospital for clinical trainings.

CROSS CAMPUS PROGRAMME

The need to enhance collaboration among local universities is given priority by MOHE and is one of the main criteria that must be addressed by Research Universities. As such, UTM will implement the cross campus or student exchange initiatives with local and international universities. To start of the effort, beginning December 2010 until mid-January, a group of students from the University of Duke has come to UTM to study and it is expected that more intensive cross-campus programmes will be held.

INCREASE THE NUMBER OF POST-GRADUATE STUDENTS

Besides the PhD studies through the traditional mode, UTM has embarked in new initiatives for PhD studies in 2010. This will be implemented more widely to increase access to doctoral studies, facilitate graduation and shorten the duration of studies through the following means:

- (a) Excellent students with first-class degree will be offered to enroll in PhD programs through fast

tracks;

- (b) PhD thesis in the form of compilation of publications in high impact factor journals;
- (c) PhD dissertation with industry project portfolios;
- (d) Industrial PhD that concentrates on UTM's collaboration with industry partners to produce innovations that can solve industry problems;
- (e) Double degree PhD with selected universities; and
- (f) PhD programmes in collaboration selected universities.

ENHANCEMENT OF INTERNATIONALISATION PROGRAMMES

The University's brand association strategy will continue to be enhanced by associating UTM with highly reputable universities such as MIT, Harvard, Imperial College, Cambridge and Oxford through strategic alliances in research and staff and student exchange programmes. The University has approved an allocation of RM8 million to implement the cooperation with MIT in industrial biotechnology starting in 2011 for a period of 5 years. Six staff of UTM will be undergoing PhD programmes and four would go on post-doctoral sabbaticals at MIT.

Besides all the programmes happening in the university, UTM will implement research projects and PhD programmes with Newcastle University - our nearest neighbor located in Iskandar Malaysia which would be in the field of Aging and Sustainability. In addition, UTM will also increase its involvement and cooperation with universities and industries in South Korea. The cooperation is expected to be enhanced through the appointment of Prof Kim Kwang Sik as UTM's Academic Ambassador in Korea. The main target in the brand association strategy for this region is to be associated with reputable institutions such as the Korean Advance Institute of Science & Technology (KAIST) and Pohang University.

Most of UTM's improvement efforts has been implemented since the beginning of 2010, the most critical being the enhancement of the quality of higher education offered by UTM. Among the main focus was the enhancement of the quality of lecturers, particularly in relation to academic qualifications. In 2010 UTM successfully increased the number of lecturers with PhD qualifications to 58 percent compared to 45 percent in 2009 and 36 percent in 2008.

This significant increase was attained particularly by appointing foreign lecturers, encouraging staff on study leave to complete their studies within three years, appointing new staff with PhDs and renewing the contracts of retired local lecturers with PhDs. Apart from that, the lecturer to graduate ratio is also another yardstick related to the quality of higher education. In 2010, the University successfully reduced the lecturer-student ratio to 1:10.7, compared to 1:11.7 in 2009. This was a sign of improvement when the ratio between lecturers and undergraduates was 1:7.0 in 2010 compared to 1:10.7 in 2009.

Another issue of importance is ranking because it is closely related to UTM's reputation among the academic community. That was the rationale throughout 2010 as to why UTM's Management encouraged academic staff members to focus on collaborative research programmes, collaborative PhD supervisions, collaborative publication, Memorandum of Understanding (MOU), summer school and the Global Outreach Programme (GOP). The results of such activities are long term and reinforcing in nature. In the year 2010, a total of 101 MOUs were signed compared to 70 MOUs in 2009. UTM's Management has also developed a monitoring system by conducting scheduled audit activities that could give a major impact on the management of UTM as academic institution of excellence. Apart from that, there is also a more concerted effort to collaborate with major employers, both local and international agencies to ensure that UTM graduates' competency will fulfill the needs of the labour market.



FACTS & FIGURES

As at 31 December 2010

Number of UTM Graduates 2000-2012

Year	Graduate	Postgraduate
2000	28,408	1,897*
2004	17,897	3,291*
2005	15,895	3,004
2006	15,109	2,823
2007	14,792	3,942
2008	14,456	4,850
2009	14,245	6,432
2010	13,841	9,107
2011**	11,500*	9,000*
2012**	10,000*	10,000*

* Data include Post Degree Diploma

** Estimation

Number of UTM Postgraduates 2000-2012

Year	Master	PhD/EngD
2000*	1,165	251
2005	2,445	559
2010	6,907	2,200
2011**	6,500	2,500
2012**	7,000	3,000

* Data do not include Post Degree Diploma

** Estimation

Number of UTM International Graduates 2000-2010

Year	Overall	Undergraduate	Postgraduate
2000	124	16	108
2005	364	19	345
2006	540	61	479
2007	1,016	125	891
2008	2,222	671	1,551
2009	2,417	700	1,717
2010	3,318	752	2,566
2011**	4,000	750	3,250
2012**	5,000	750	4,250

** Estimation

Postgraduate Enrolment by Faculties/Schools

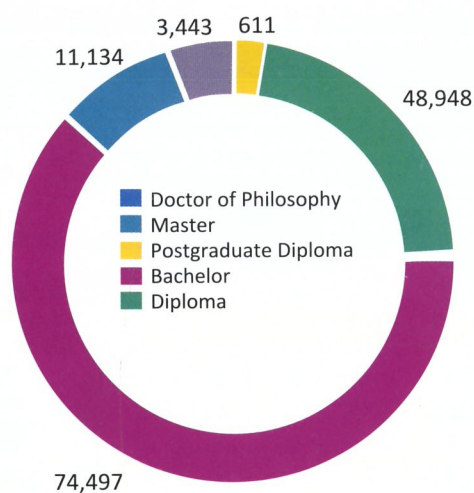
FACULTIES/SCHOOLS	LOCAL		INTERNATIONAL		TOTAL
	PHD	MASTER	MASTER	PHD	
Built Environment	311	70	127	76	584
Bioscience & Bioengineering	114	20	58	7	199
Civil Engineering	482	117	182	80	861
Biomedical Engineering and Health Science	18	18	3	3	42
Electrical Engineering	570	147	230	123	1,070
Chemical Engineering	331	67	96	42	536
Mechanical Engineering	363	70	196	76	705
Geoinformation & Real Estate	271	113	36	26	446
Education	1,112	254	114	69	1,549
Management & Human Resource	332	100	63	122	617
Petroleum Engineering	24	10	16	12	62
Science	533	136	48	57	774
Computer Science & Information System	362	133	336	187	1,018
Islamic Civilisation	19	5	-	-	24
International Business School	264	-	152	-	416
Graduate Studies	16	20	1	-	37
Advanced Informatics School	17	-	22	2	41
UTM Perdana	-	6	-	1	7
UTM Razak	88	28	-	3	119
TOTAL	5,227	1,314	1,680	886	9,107

Student Mobility

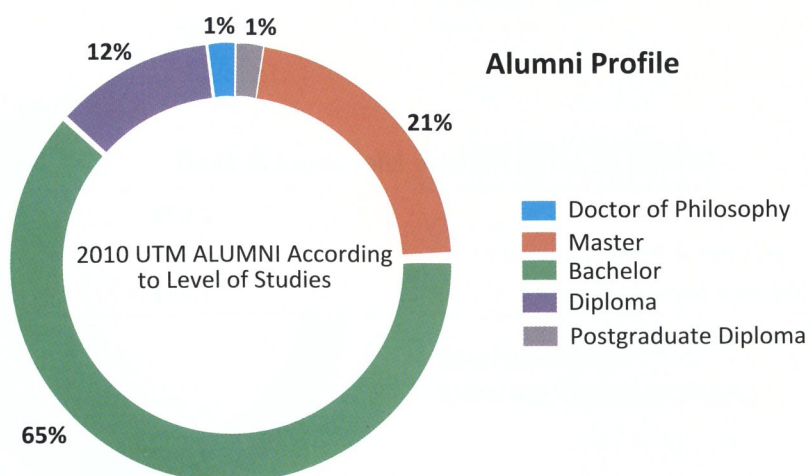
No.	Country	Inbound	Outbound
1.	China		474
2.	Indonesia		426
3.	Australia		178
4.	Hong Kong		160
5.	Korea		159
6.	India		146
7.	Saudi Arabia	11	113
8.	New Zealand		78
9.	Thailand	70	75
10.	Japan		75
11.	Singapore		73
12.	Vietnam		71
13.	Cambodia		45
14.	United Kingdom		42
15.	Philippines		35
16.	Brunei		30
17.	United State of America	25	
18.	Iran		14
19.	Sweden		12
20.	Bangladesh		10
21.	Germany		1
22.	Sudan	76	
	TOTAL	157	2,242

Graduate Profile 2010

LEVEL OF STUDIES	TOTAL	
	As at 2010	From 1972-2010
Doctor of Philosophy	92	611
Master	1,537	11,134
Postgraduate Diploma	78	3,443
Bachelor	4,648	74,497
Diploma	877	48,948
Total	7,232	138,634

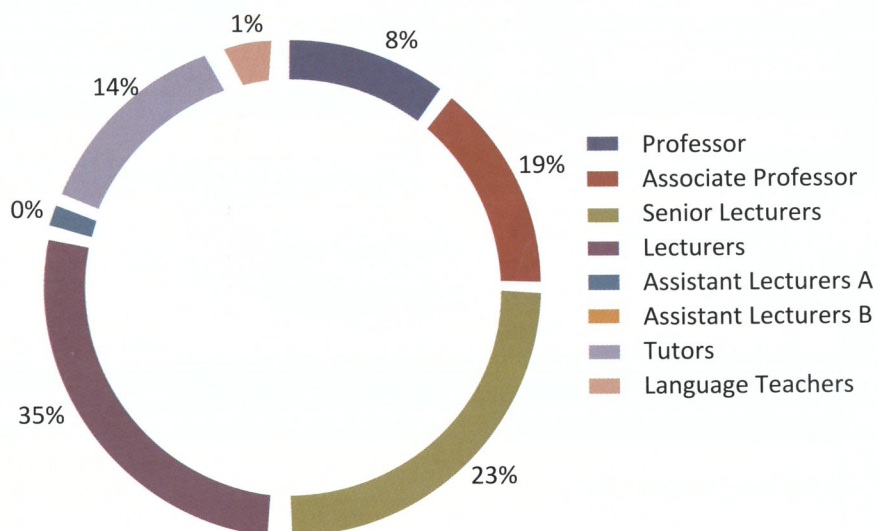


UTM Graduate from 1972-2010



Profile of UTM Faculty Members

POST	TOTAL
Professor	172
Associate Professor	475
Senior Lecturers	721
Assistant Lecturers A	8
Assistant Lecturers B	2
Tutors	280
Language Teachers	23
TOTAL	2,080



Profile of UTM Faculty Members & Staff

Faculty Members	2,079
Executive & Professional Staff	823
General Support Staff	2,433

Research Grant

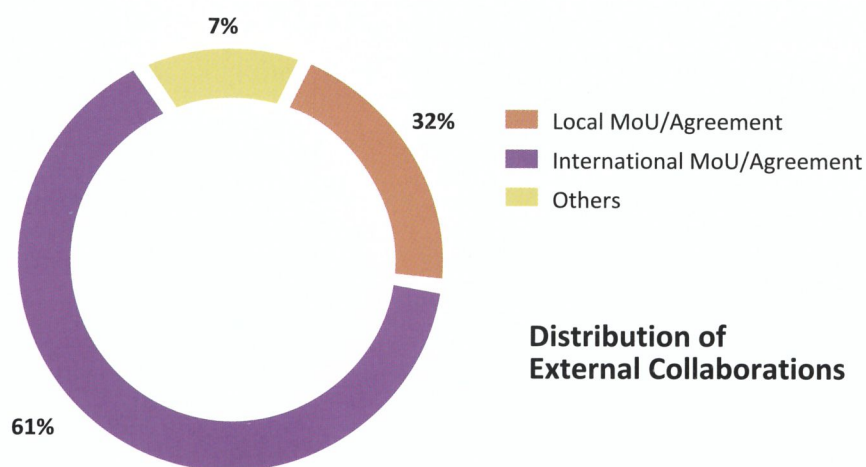
RESEARCH CATEGORY	No. of Project				Total (RM)			
	2008	2009	2010	2011	2008	2009	2010	2011
Sciencefund	86	44	25	-	15,904,876	8,533,690	4,194,260	-
Technofund	-	1	2	5	-	3,000,000	860,531	3,528,300
Fundamental	118	147	223	81	6,852,900	5,070,400	8,537,366	5,053,450
Institutional	16	238	60	52	1,037,890	4,039,000	1,198,600	1,422,220
Contract	5	16	16	10	208,900	5,534,925	2,002,403	917,950
DAGS	-	1	-	-	-	1,900,000	-	-
RUG	-	-	-	752	-	-	-	56,229,640
Others	8	23	18	35	256,135	2,540,154	1,889,067	945,834
Total (RM)	233	470	344	935	24,260,701	30,618,169	18,682,227	68,079,394

RUG : Research University Grants
DAGS : Demonstrators Application Grants

9th Malaysia Plan
10th Malaysia Plan

Intellectual Property Generation

Type of Intellectual Property	YEAR					
	2006	2007	2008	2009	2010	Cumulative From 1995
Patent Granted	2	8	6	6	4	27
Patent Filed	10	57	131	250	133	596
Utility Innovation	0	1	2	1	2	7
Industrial Design	0	0	1	3	5	11
Trademark	0	0	8	5	0	41
Copyright	11	48	687	351	119	1,247
Integrated Circuit Design	0	0	10	2	0	12
TOTAL	23	144	845	618	263	1,941



FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2010



**SIJIL KETUA AUDIT NEGARA
MENGENAI PENYATA KEWANGAN
UNIVERSITI TEKNOLOGI MALAYSIA
BAGI TAHUN BERAKHIR 31 DISEMBER 2010**

Penyata Kewangan Universiti Teknologi Malaysia dan Kumpulan bagi tahun berakhir 31 Disember 2010 telah diaudit oleh wakil saya. Pihak pengurusan bertanggungjawab terhadap Penyata Kewangan ini. Tanggungjawab saya adalah mengaudit dan memberi pendapat terhadap Penyata Kewangan tersebut.

Pengauditan telah dilaksanakan mengikut Akta Audit 1957 dan berpandukan piawaian pengauditan yang diluluskan. Piawaian tersebut menghendaki pengauditan dirancang dan dilaksanakan untuk mendapat kepastian yang munasabah sama ada Penyata Kewangan adalah bebas daripada kesilapan atau ketinggalan yang ketara. Pengauditan itu termasuk memeriksa rekod secara semak uji, menyemak bukti yang menyokong angka dan memastikan pendedahan yang mencukupi dalam Penyata Kewangan. Penilaian juga dibuat terhadap prinsip perakaunan yang digunakan, unjuran signifikan oleh pengurusan dan persembahan Penyata Kewangan secara keseluruhan. Saya percaya pengauditan yang dilaksanakan memberi asas yang munasabah terhadap pendapat saya.

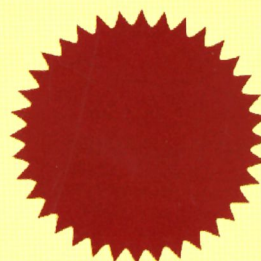
Pada pendapat saya, Penyata Kewangan ini memberi gambaran yang benar dan saksama terhadap kedudukan kewangan Universiti Teknologi Malaysia dan Kumpulan pada 31 Disember 2010, hasil operasi dan aliran tunainya untuk tahun tersebut berdasarkan piawaian perakaunan yang diluluskan.

Saya telah mempertimbangkan Penyata Kewangan dan laporan juruaudit bagi semua syarikat subsidiari yang tidak diaudit oleh saya seperti yang dinyatakan dalam nota kepada Penyata Kewangan Disatukan. Saya berpuashati bahawa Penyata Kewangan berkenaan telah disatukan dengan Penyata Kewangan Universiti Teknologi Malaysia adalah dalam bentuk dan kandungan yang sesuai dan wajar bagi tujuan penyediaan Penyata Kewangan Disatukan. Saya juga telah menerima maklumat dan penjelasan yang memuaskan sebagaimana yang dikehendaki bagi tujuan tersebut.

Laporan juruaudit mengenai Penyata Kewangan syarikat subsidairi berkenaan tidak mengandungi sebarang pemerhatian yang boleh menjejaskan Penyata Kewangan yang disatukan.

DATO' HAJI ANWARI BIN SURI
b.p KETUA AUDIT NEGARA
MALAYSIA

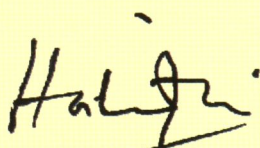
PUTRAJAYA
22 JULAI 2011



UNIVERSITI TEKNOLOGI MALAYSIA
STATEMENT OF CHAIRMAN AND BOARD OF DIRECTORS

We, **TAN SRI ABDUL HALIM BIN ALI** and **PROF DATO' IR. DR. ZAINI BIN UJANG**, being the Chairman and Director of Universiti Teknologi Malaysia state that in our opinion, Balance Sheets, Income Statements, Statement of Changes In Equity, Cash Flow Statements and notes to the accounts are drawn up so as to give a true and fair view of the state of affairs of Universiti Teknologi Malaysia and Group on 31 December 2010 and of its results and cash flow for the year ended on that date.

On behalf of the Board of Directors,



TAN SRI ABDUL HALIM BIN ALI
Chairman

22 JUNE 2011

UTM Johor Bahru



PROF DATO' IR. DR. ZAINI BIN UJANG
Vice Chancellor

22 JUNE 2011

UTM Johor Bahru

UNIVERSITI TEKNOLOGI MALAYSIA

**DECLARATION BY THE OFFICER PRIMARILY RESPONSIBLE
FOR THE FINANCIAL MANAGEMENT**

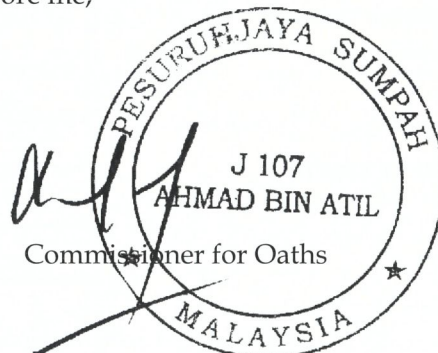
I, **SHARIFAH 'ALWIAH BINTI SYED ALWI**, being the officer primarily responsible for the financial management and accounting records of Universiti Teknologi Malaysia, do solemnly and sincerely declare that Balance Sheets, Income Statements, Statement of Changes In Equity, Cash Flow Statements and notes to the accounts are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly)
declared by the abovenamed)
at Johor Bahru)
On 12 APRIL 2011)



.....
SHARIFAH 'ALWIAH BINTI SYED ALWI
Bursar

Before me,



MENARA TJB
UG-03A, Tingkat Bawah,
9, Jalan Syed Muhammad Murti
80000 Johor Bahru

BALANCE SHEETS AS AT 31 DECEMBER 2010

		GROUP		UTM	
	NOTE	2010	2009	2010	2009
		RM	RM	RM	RM
NON-CURRENT ASSETS					
Property, Plant & Equipment	3	1,406,403,625	1,267,485,564	1,405,618,957	1,266,855,463
Investments	4	21,788,132	21,051,453	21,788,132	21,051,453
Investment In Subsidiaries	5	-	-	2,303,145	2,303,145
Interest In Associates	6	198,256	199,905	-	-
Deferred Expenditure	7	46,492,156	61,903,024	46,492,156	61,903,024
Golf Membership	8	15,800	15,800	-	-
Deferred Tax Assets	9	200	74,100	-	-
CURRENT ASSETS					
Inventories	10	465,998	438,501	-	-
Receivables And Prepayments	11	33,639,448	23,646,215	30,810,681	21,288,274
Tax recoverable		229,951	149,549	-	-
Deposits, Bank And Cash Balances	12	407,494,889	325,491,334	402,969,590	321,382,371
		441,830,286	349,725,599	433,780,271	342,670,645
CURRENT LIABILITIES					
Operating And Trade Payables		12,229,911	17,584,292	8,419,265	13,693,917
Other Payables And Bonds	13	54,246,285	47,187,539	54,131,479	47,069,688
Term Loans	14	7,245,364	7,245,364	7,211,140	7,211,140
Hire Purchase Creditors	15	32,043	10,570	-	-
Provision For Taxation		11,100	16,537	-	-
Employee Benefits	16	1,284,891	907,864	1,284,891	907,864
		75,049,594	72,952,166	71,046,775	68,882,609
NET CURRENT ASSETS		366,780,692	276,773,433	362,733,496	273,788,036
		<u>1,841,678,861</u>	<u>1,627,503,279</u>	<u>1,838,935,886</u>	<u>1,625,901,121</u>

BALANCE SHEETS AS AT 31 DECEMBER 2010

FUNDED BY :

Property, Plant & Equipment Funds		1,406,403,625	1,267,485,564	1,405,618,957	1,266,855,463
Operating Funds	24	3,715,891	3,036,588	3,247,049	3,176,397
Development Funds	24	126,392,300	32,411,009	126,392,300	32,411,009
Revenue Funds		8,687,031	23,118,192	9,687,031	24,118,192
Trust Funds	25	190,151,755	186,603,725	190,151,755	186,603,725
		1,735,350,602	1,512,655,078	1,735,097,092	1,513,164,786

LONG-TERM AND DEFERRED LIABILITIES

Term Loans	14	93,746,873	101,008,049	93,744,821	100,955,961
Hire Purchase Creditors	15	96,046	42,260	-	-
Employee Benefits	16	10,093,973	11,780,374	10,093,973	11,780,374
Deferred Income	17	1,432,640	1,490,720	-	-
Long Term Creditors	18	76,500	-	-	-
		105,446,032	114,321,403	103,838,794	112,736,335
Minority Interests		882,227	526,798	-	-
		<u>1,841,678,861</u>	<u>1,627,503,279</u>	<u>1,838,935,886</u>	<u>1,625,901,121</u>

INCOME STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

		GROUP		UTM	
	NOTE	2010	2009	2010	2009
		RM	RM	RM	RM
Revenue	19	536,293,209	547,225,202	519,075,492	533,670,936
Less :					
Consultation & Training Cost		(12,506,029)	(9,903,845)	-	-
Manufacturing & Trading Cost		(1,492,791)	(1,347,739)	-	-
Operating Expenditure		(531,768,503)	(522,480,952)	(529,754,669)	(520,372,280)
Employee Benefits		-	(2,415,510)	-	(2,415,510)
Total Expenditure		<u>(545,767,323)</u>	<u>(536,148,046)</u>	<u>(529,754,669)</u>	<u>(522,787,790)</u>
Surplus/(Deficit) From Operations		(9,474,114)	11,077,156	(10,679,177)	10,883,146
Finance Cost	20	(3,700,609)	(3,960,203)	(3,690,000)	(3,943,333)
Share Of Results Of Associates		3,618	41,343	-	-
Surplus/(Deficit) From Operations Before Tax	21	<u>(13,171,105)</u>	<u>7,158,296</u>	<u>(14,369,177)</u>	<u>6,939,813</u>
Tax Expense	22	(112,758)	(74,581)	-	-
Surplus/(Deficit) From Operations After Tax		<u>(13,283,863)</u>	<u>7,083,715</u>	<u>(14,369,177)</u>	<u>6,939,813</u>
Minority Interests		(355,429)	(106,475)	-	-
Surplus/(Deficit) After Tax And Minority Interest		<u>(13,639,292)</u>	<u>6,977,240</u>	<u>(14,369,177)</u>	<u>6,939,813</u>

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2010

	Property Plant & Equipment Funds (RM)		Operating Funds (RM)		Development Funds (RM)		Research Funds (RM)		Revenue Funds (RM)	
	Group	UTM	Group	UTM	Group	UTM	Group	UTM	Group	UTM
Balance At 1 January 2009	1,139,771,637	1,139,032,260	2,634,950	2,954,795	30,415,555	30,415,555	49,142,042	49,142,042	21,784,811	22,784,811
Surplus/(Deficit)	-	-	6,977,240	6,939,813	-	-	-	-	-	-
Depreciation Charges	(86,809,942)	(86,629,128)	15,283,713	15,102,899	-	-	-	-	-	-
Additional Assets	214,676,706	214,561,167	(22,045,486)	(21,929,947)	(181,343,462)	(181,343,462)	(7,174,279)	(7,174,279)	-	-
Grants	-	-	-	-	202,897,300	202,897,300	36,167,170	36,167,170	-	-
Other Resources	-	-	-	-	-	-	4,136,236	4,136,236	12,333,381	12,333,381
Expenditure/Transfer	(152,837)	(108,836)	186,171	108,837	(19,558,384)	(19,558,384)	(35,445,167)	(35,445,167)	(11,000,000)	(11,000,000)
Adjustments	-	-	-	-	-	-	1,942,389	1,942,389	-	-
Total Movement For The Year	127,713,927	127,823,203	401,638	221,602	1,995,454	1,995,454	(373,651)	(373,651)	1,333,381	1,333,381
Balance At 31 December 2009	1,267,485,564	1,266,855,463	3,036,588	3,176,397	32,411,009	32,411,009	48,768,391	48,768,391	23,118,192	24,118,192
Surplus/(Deficit)	-	-	(13,639,292)	(14,369,177)	-	-	-	-	-	-
Depreciation Charges	(68,986,235)	(68,834,172)	23,626,110	23,474,047	34,143,871	34,143,871	8,160,257	8,160,257	-	-
Additional Assets	207,911,851	207,603,556	(9,348,403)	(9,040,108)	(190,576,385)	(190,576,385)	(4,529,643)	(4,529,643)	-	-
Grants	-	-	-	-	309,174,152	309,174,152	23,856,624	23,856,624	-	-
Other Resources	-	-	-	-	-	-	3,561,795	3,561,795	18,565,560	18,565,560
Expenditure/Transfer	(7,555)	(5,890)	40,888	5,890	(58,760,347)	(58,760,347)	(28,031,548)	(28,031,548)	(45,600,000)	(45,600,000)
Adjustments	-	-	-	-	-	-	-	-	12,603,279	12,603,279
Total Movement For The Year	138,918,061	138,763,494	679,303	70,652	93,981,291	93,981,291	3,017,485	3,017,485	(14,431,161)	(14,431,161)
Balance At 31 December 2010	1,406,403,625	1,405,618,957	3,715,891	3,247,049	126,392,300	126,392,300	51,785,876	51,785,876	8,687,031	9,687,031

CASH FLOW STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

	GROUP		UTM	
	2010	2009	2010	2009
NOTE	RM	RM	RM	RM
OPERATING ACTIVITIES				
Operating grants from Government	415,252,484	450,431,400	415,252,484	450,431,400
Other grant from Government	2,949,903	2,318,652	2,949,903	2,318,652
Cash receipts from customers	92,078,365	89,730,829	83,832,813	71,474,762
Cash paid to employees	(280,521,078)	(279,992,198)	(280,521,078)	(279,992,198)
Cash paid to suppliers	(212,038,742)	(203,102,050)	(204,486,734)	(184,496,769)
Interest expense (loan)	(7,392,495)	(7,903,536)	(7,381,886)	(7,886,666)
Tax paid	(119,430)	(242,967)	-	-
Net cash from operating activities	10,209,007	51,240,130	9,645,502	51,849,181
INVESTING ACTIVITIES				
Proceed from sales of shares	-	7,499,577	-	7,499,577
Purchase of property, plant & equipment	(207,810,851)	(212,335,069)	(207,603,556)	(212,282,930)
Interests received	7,527,438	6,779,222	7,517,885	6,759,265
(Additional)/Withdrawal of fixed deposit	(473,444)	423,217	-	-
pledged to bank	1,350	-	-	-
Proceed from sales of property, plant & equipment	-	44,517	-	-
Proceed from disposal of Associate Company	-	-	-	-
Net cash used in investing activities	(200,755,507)	(197,588,536)	(200,085,671)	(198,024,088)
FINANCING ACTIVITIES				
Payments from various funds	(53,792,248)	(46,610,150)	(53,792,248)	(46,610,150)
Development grants received	309,174,152	202,897,300	309,174,152	202,897,300
Research grants received	23,856,624	36,167,170	23,856,624	36,167,170
Repayments of term loans	(7,261,176)	(7,251,676)	(7,211,140)	(7,211,140)
Repayments of hire purchases	(25,741)	(16,187)	-	-
Received from long term creditors	125,000	-	-	-
Net cash from / (used in) financing activities	272,076,611	185,186,457	272,027,388	185,243,180
Net cash and cash equivalents	81,530,111	38,838,051	81,587,219	39,068,273
Cash and cash equivalents :				
At beginning of year	325,264,948	286,426,897	321,382,371	282,314,098
At end of year	406,795,059	325,264,948	402,969,590	321,382,371

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

NOTE 1 - PRINCIPAL ACTIVITIES

Universiti Teknologi Malaysia (UTM) was incorporated under the Universities and University Colleges Act, 1971. The principal activities of UTM are to promote and develop higher education in fields of Sciences, Engineering Sciences, Technology, Architecture and Education as well as to be involved in research and development activities.

The principal activities of the subsidiaries (Note 5) are to render consultancy and management services, manufacturing of plastic product, research and development services and operating a souvenir shop.

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES

A. Basis Of Accounting

The financial statements of the Group and UTM have been prepared under the historical cost convention in accordance with the applicable MASB Approved Accounting Standards in Malaysia for Private Entities.

B. Basis Of Consolidation

The consolidated financial statements include the financial statements of Universiti Teknologi Malaysia and all its subsidiaries as disclosed in Note 5 for the financial year ended 31 December 2010.

Subsidiaries are those corporations, in which the group has the power to exercise control over the financial and operating policies so as to obtain benefits from their activities.

Subsidiaries are consolidated using the purchase method of accounting. Under the purchase method of accounting, subsidiaries are fully consolidated from the date on which control is transferred to the Group and are de-consolidated from the date that control ceases. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values as the acquisition date. The excess of the cost of acquisition over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill.

Minority interests represents the minorities' share of the fair values of the subsidiaries' identifiable assets and liabilities at the acquisition date and the minorities' share of changes in the subsidiaries' equity since that date.

Intra group transactions, balances and unrealized gains on transactions between group companies are eliminated. Unrealized losses are also eliminated after taking into account the impairment of the assets transferred.

C. Property, Plant And Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Freehold land and work in progress are not depreciated. Leasehold land is amortized over the period of the lease (99 years).

All other property, plant and equipment are depreciated on straight line basis to write off the costs to their residual value over their estimated useful lives. The annual depreciation rates are as follows:

Buildings	2%
Infrastructure	10%
Motor Vehicles	20%
Plant and Machinery	10% - 14%
Fixtures and Fittings and Electrical Installation	20%
Equipment and Donated Assets	25%

At each balance sheet date, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the assets is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. Please refer to accounting policy Note 2(D) on impairment of assets.

Gains or losses on disposals of property, plant and equipment are determined by comparing proceeds with carrying amount and are included in profit/ (loss) from operations.

D. Impairment of Assets

The carrying amounts of property, plant and equipment and other non-current assets are reviewed at balance sheet date to determine whether there is any indication of impairment. An impairment loss is recognized whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's net selling price and value in use.

All impairment losses are recognized in the income statements. An impairment loss is reversed to the income statement to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of amortization or depreciation, if no impairment loss had been recognized.

E. Investments

Other non-current investments are shown at cost and an allowance for diminution in value is made where there is a decline other than temporary in the value of such investments. Where there has been a decline other than temporary in the value of an investment, such a decline is recognized as an expense in the period in which the decline is identified.

On disposal of an investment, the difference between net disposal proceeds and its carrying amount is charged or credited to the income statement.

F. Investment in Subsidiaries

Investment in subsidiaries are stated at cost. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down to its recoverable amount. (See accounting policy Note 2(D) on impairment of assets).

G. Investments in Associates

Associates are those entities in which the Group exercises significant influence, but which it does not control. Significant influence is the power to participate in the financial and operating policy decisions of the associates but not the power to exercise control over those policies.

Investments in associates are accounted for using the equity method or accounting whereby the Group's share of its associates post-acquisitions profits or losses is recognized in the income statement, and its share of post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred obligations or made payments on behalf of the associates.

Unrealized gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates; unrealized losses are also eliminated unless the transaction provides evidence on impairment of the asset transferred.

H. Deferred Expenditure

Deferred expenditure represents costs incurred in completing the student hostels which are financed by the EPF loan. The deferred costs are amortized based on the revenue received from the hostel for the year.

I. Allowance for Bad and Doubtful Debts

A general allowance of 2.5% is made by UTM for potential losses which are not specifically identified.

Specific allowance are made for doubtful debts which have been individually reviewed and specifically identified as bad or doubtful.

J. Inventories

Inventories are stated at the lower of cost and net realizable value after due allowance has been made for all damaged, obsolete and slow moving items.

Cost is determined using the first-in, first-out method. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and an appropriate portion of production overheads.

Net realizable value is the estimated selling price in the ordinary course of business less costs to complete and selling expenses.

K. Cash and Cash Equivalents

For the purpose of cash flow statements, cash and cash equivalents comprise cash, bank balances and deposits that are readily convertible to cash with insignificant risk of changes in value.

L. Leases

(i) Finance leases/hire purchases

Leases/hire purchase of property, plant and equipment where the Group assumes substantially all the benefits and risks of ownership are classified as finance leases.

Finance lease/hire purchases are capitalized at the inception of the lease at the lower of the fair value of the leased property or the present value of the minimum lease payments.

Each lease/hire purchase payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges are included in borrowings. The interest element of the finance charge is charged to the income statement over the lease/hire purchase period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Property, plant and equipment acquired under finance leases/hire purchases are depreciated over the shorter of the estimated useful life of the asset and the lease/hire purchase term.

(ii) Operating leases

Leases of assets where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the lease period.

M. Income taxes

Current tax expense is determined according to the Malaysian tax laws and include all taxes based upon the taxable profits.

Deferred taxation is provided in full, using the liability method, on temporary differences arising between the amounts attributed to assets and liabilities and their carrying amounts in the financial statements. However, deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred tax assets are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences or unused tax losses can be utilized.

Tax rates enacted or substantively enacted at the balance sheet date are used to determine deferred tax.

N. Trust Funds and Other Funds

Trust Funds are maintained to manage the University's activities as entrusted by third parties and the University as per its Trust Deed. Changes in significant Other Funds are shown in the Statement Of Changes In Equity.

O. Revenue Recognition

The operating grants received from Malaysian Government are recognized on accrual basis and credited in the Income Statements whereas other grants are accounted for in their respective Funds in the Balance Sheet.

Educational fees and rental income are recognized on accrual basis in the Income Statements.

Dividend income from investment is recognized in the Revenue Funds on receipt basis. The net dividend received from investment with Amanah Raya Berhad will be reinvested in the said investment.

Revenue of subsidiaries comprises the invoiced value for sale of goods and services net of sales taxes, rebates and discounts.

Interest income from deposit (except for profit on deposit under Mudharabah Scheme) is recognized on accrual basis in the Income Statements.

P. Employee Benefits

(i) Short Term Employee Benefits

Wages, salaries, bonuses and social security contribution are charged as expenses in the period in which the associated services are rendered by employees. The paid annual leave for permanent staff retiring within one year is accrued as short term employee benefits.

(ii) Defined Contribution Plan

Contribution to the Employee Provident Fund And Retirement Fund are charged to Income Statements in the period to which they relate.

(iii) Long Term Employee Benefits

Employee benefits to be paid upon retirement are accrued as long term employee benefits. This benefit represents the monetary value of unutilized annual leave for permanent staff who have reached 53 of age as at year end, with the assumption the staff will accumulate maximum leave of 150 days on his retirement. The current salary rate has been used in determining the liability amount.

NOTE 3 - PROPERTY, PLANT AND EQUIPMENT - GROUP

2010

	COST					ACCUMULATED DEPRECIATION					NET BOOK VALUE RM
	Cost 1.1.2010 RM	Additions RM	Reclassification RM	Disposals RM	Cost 31.12.2010 RM	Accumulated 1.1.2010 RM	Depreciation Charges RM	Disposals RM	Accumulated 31.12.2010 RM		
Leasehold Land	10,847,265	-	-	-	10,847,265	2,848,768	-	-	2,848,768	7,998,497	
Freehold Land	1,111,040	-	-	-	1,111,040	-	109,568	-	109,568	1,001,472	
Buildings	1,348,449,511	55,865	7,600,488	-	1,356,105,864	395,046,246	26,578,605	-	421,624,851	934,481,013	
Infrastructure	72,700,456	450,000	-	-	73,150,456	65,482,538	1,424,609	-	66,907,147	6,243,309	
Motor Vehicles	39,817,521	683,684	-	(1,451,474)	39,049,731	31,687,236	3,738,077	(1,451,474)	33,973,839	5,075,892	
Fixtures & Fittings	296,565	139,884	-	(400)	436,049	250,049	30,566	(372)	280,243	155,806	
Plant & Machinery	793,251	-	-	-	793,251	786,505	1,371	-	787,876	5,375	
Electrical Installation	9,820	-	-	-	9,820	7,108	1,336	-	8,444	1,376	
Equipment	512,268,114	18,660,275	-	(29,553,446)	501,374,943	494,565,904	26,221,491	(29,545,919)	491,241,476	10,133,467	
Research and Development Equipment	220,042,404	7,240,856	-	-	227,283,260	180,494,264	10,878,912	-	191,373,176	35,910,084	
Donated Assets	3,839,887	-	-	-	3,839,887	3,781,466	1,700	-	3,783,166	56,721	
Work In Progress	2,210,175,834	27,230,564	7,600,488	(31,005,320)	2,214,001,566	1,174,950,084	68,986,235	(30,997,765)	1,212,938,554	1,001,063,012	
	232,259,814	180,681,287	(7,600,488)	-	405,340,613	-	-	-	-	405,340,613	
Total	2,442,435,648	207,911,851	-	(31,005,320)	2,619,342,179	1,174,950,084	68,986,235	(30,997,765)	1,212,938,554	1,406,403,625	

2009

	COST					ACCUMULATED DEPRECIATION					NET BOOK VALUE RM
	Cost 1.1.2009 RM	Additions RM	Reclassification RM	Disposals RM	Cost 31.12.2009 RM	Accumulated 1.1.2009 RM	Depreciation Charges RM	Disposals RM	Accumulated 31.12.2009 RM		
Leasehold Land	10,847,265	-	-	-	10,847,265	2,739,200	109,568	-	2,848,768	7,998,497	
Freehold Land	1,111,040	-	-	-	1,111,040	-	-	-	-	1,111,040	
Buildings	1,348,448,136	1,375	-	-	1,348,449,511	368,620,788	26,425,458	-	395,046,246	953,403,265	
Infrastructure	72,675,276	25,180	-	-	72,700,456	61,006,281	4,476,257	-	65,482,538	7,217,918	
Motor Vehicles	36,282,087	4,347,596	-	(812,162)	39,817,521	28,688,216	3,724,717	(725,697)	31,687,236	8,130,285	
Fixtures & Fittings	394,527	20,062	-	(118,024)	296,565	280,364	61,801	(92,116)	250,049	46,516	
Plant & Machinery	793,251	-	-	-	793,251	785,134	1,371	-	786,505	6,746	
Electrical Installation	9,820	-	-	-	9,820	5,772	1,336	-	7,108	2,712	
Equipment	502,373,479	24,108,011	-	(14,213,376)	512,268,114	470,193,018	38,544,298	(14,171,412)	494,565,904	17,702,210	
Research and Development Equipment	211,280,897	8,761,507	-	-	220,042,404	167,052,369	13,443,395	(1,500)	180,494,264	39,548,140	
Donated Assets	3,759,725	80,162	-	-	3,839,887	3,759,725	21,741	-	3,781,466	58,421	
Work In Progress	2,187,975,503	37,343,893	-	(15,143,562)	2,210,175,834	1,103,130,867	86,809,942	(14,990,725)	1,174,950,084	1,035,225,750	
Total	54,927,001	177,332,813	-	-	232,259,814	-	-	-	-	232,259,814	
	2,242,902,504	214,676,706	-	(15,143,562)	2,442,435,648	1,103,130,867	86,809,942	(14,990,725)	1,174,950,084	1,267,485,564	

NOTE 3 - PROPERTY, PLANT AND EQUIPMENT - UTM

2010

	COST					ACCUMULATED DEPRECIATION				NET BOOK VALUE RM
	Cost 1.1.2010 RM	Additions RM	Reclassification RM	Disposals RM	Cost 31.12.2010 RM	Accumulated 1.1.2010 RM	Depreciation Charges RM	Disposals RM	Accumulated 31.12.2010 RM	
Leasehold Land	10,847,265	-	-	-	10,847,265	2,848,768	-	-	2,848,768	7,998,497
Freehold Land	1,111,040	-	-	-	1,111,040	-	109,568	-	109,568	1,001,472
Buildings	1,347,948,284	55,865	7,600,488	-	1,355,604,637	394,909,057	26,568,581	-	421,477,638	934,126,999
Infrastructure	72,700,456	450,000	-	-	73,150,456	65,482,538	1,424,609	-	66,907,147	6,243,309
Motor Vehicles	39,645,424	572,061	-	(1,451,474)	38,766,011	31,572,583	3,701,036	(1,451,474)	33,822,145	4,943,866
Equipment	511,746,702	18,603,487	-	(29,525,164)	500,825,025	494,197,137	26,149,766	(29,519,274)	490,827,629	9,997,396
Research and Development Equipment	220,042,404	7,240,856	-	-	227,283,260	180,494,264	10,878,912	-	191,373,176	35,910,084
Donated Assets	3,839,887	-	-	-	3,839,887	3,781,466	1,700	-	3,783,166	56,721
	2,207,881,462	26,922,269	7,600,488	(30,976,638)	2,211,427,581	1,173,285,813	68,834,172	(30,970,748)	1,211,149,237	1,000,278,344
Work In Progress	232,259,814	180,681,287	(7,600,488)	-	405,340,613	-	-	-	-	405,340,613
Total	2,440,141,276	207,603,556	-	(30,976,638)	2,616,768,194	1,173,285,813	68,834,172	(30,970,748)	1,211,149,237	1,405,618,957

2009

	COST					ACCUMULATED DEPRECIATION				NET BOOK VALUE RM
	Cost 1.1.2009 RM	Additions RM	Reclassification RM	Disposals RM	Cost 31.12.2009 RM	Accumulated 1.1.2009 RM	Depreciation Charges RM	Disposals RM	Accumulated 31.12.2009 RM	
Leasehold Land	10,847,265	-	-	-	10,847,265	2,739,200	109,568	-	2,848,768	7,998,497
Freehold Land	1,111,040	-	-	-	1,111,040	-	-	-	-	1,111,040
Buildings	1,347,948,284	-	-	-	1,347,948,284	368,493,603	26,415,454	-	394,909,057	953,039,227
Infrastructure	72,675,276	25,180	-	-	72,700,456	61,006,281	4,476,257	-	65,482,538	7,217,918
Motor Vehicles	36,165,430	4,278,666	-	(798,672)	39,645,424	28,576,882	3,713,004	(717,303)	31,572,583	8,072,841
Equipment	501,787,718	24,082,839	-	(14,123,855)	511,746,702	469,842,316	38,449,709	(14,094,888)	494,197,137	17,549,565
Research and Development Equipment	211,280,897	8,761,507	-	-	220,042,404	167,052,369	13,443,395	(1,500)	180,494,264	39,548,140
Donated Assets	3,759,725	80,162	-	-	3,839,887	3,759,725	21,741	-	3,781,466	58,421
	2,185,575,635	37,228,354	-	(14,922,527)	2,207,881,462	1,101,470,376	86,629,128	(14,813,691)	1,173,285,813	1,034,595,649
Work In Progress	54,927,001	177,332,813	-	-	232,259,814	-	-	-	-	232,259,814
Total	2,240,502,636	214,561,167	-	(14,922,527)	2,440,141,276	1,101,470,376	86,629,128	(14,813,691)	1,173,285,813	1,266,855,463

NOTE 4 - INVESTMENTS

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
Investment in Capital Guaranteed Scheme	21,288,132	20,551,453	21,288,132	20,551,453
Less : Allowance for dimunition in value	-	-	-	-
	21,288,132	20,551,453	21,288,132	20,551,453
Unquoted Shares	500,000	500,000	500,000	500,000
Less : Allowance for dimunition in value	-	-	-	-
	500,000	500,000	500,000	500,000
	<u>21,788,132</u>	<u>21,051,453</u>	<u>21,788,132</u>	<u>21,051,453</u>
<i>Investment, at market value</i>	<u>21,859,382</u>	<u>21,186,453</u>	<u>21,859,382</u>	<u>21,186,453</u>

NOTE 5 - INVESTMENT IN SUBSIDIARIES

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
Unquoted investment, at cost	<u>-</u>	<u>-</u>	<u>2,303,145</u>	<u>2,303,145</u>

<u>Name</u>	<u>Group's effective interest</u>		<u>Principal activities</u>
	2010	2009	
<u>Direct interest</u>			
1. Uni-Technologies Sdn Bhd	100%	100%	Consultancy services
<u>Indirect interest via Uni-Technologies Sdn Bhd</u>			
2. Sparkle Precision Sdn Bhd	53%	53%	Manufacturing of plastic products
3. Global Technology Innovation Malaysia Management Sdn Bhd	51%	51%	Commercialisation consultancy, advisory and management services
4. UTM Souvenir Shop Sdn Bhd	100%	100%	Operating a souvenir shop
5. Phyto Biznet Sdn Bhd	100%	100%	Business management and marketing

NOTE 6 - INTEREST IN ASSOCIATES

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Unquoted shares, at cost	40,000	40,000	-	-
Share of post-acquisition reserves	158,256	159,905	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Share of net tangible assets	<u>198,256</u>	<u>199,905</u>	<u>-</u>	<u>-</u>

The associates are :

<u>Name</u>	<u>Country of incorporation</u>	<u>Group's effective interest</u>	
		2010	2009
Augmented Innovation Sdn. Bhd	Malaysia	20%	20%

NOTE 7 - DEFERRED EXPENDITURE

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Project Cost	191,219,692	191,219,692	191,219,692	191,219,692
Less : Accumulated Amortisation				
At beginning of the year	129,316,668	114,651,495	129,316,668	114,651,495
Interest paid	(3,680,822)	(3,926,973)	(3,680,822)	(3,926,973)
Amortisation charges	19,091,690	18,592,146	19,091,690	18,592,146
	<hr/> 144,727,536	<hr/> 129,316,668	<hr/> 144,727,536	<hr/> 129,316,668
Deferred expenditure	<u>46,492,156</u>	<u>61,903,024</u>	<u>46,492,156</u>	<u>61,903,024</u>

The amount of amortisation charged is equivalent to the hostel fees received during the year.

NOTE 8 - GOLF MEMBERSHIP

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Golf membership	50,274	50,274	-	-
Less : Allowance for diminution in value	(34,474)	(34,474)	-	-
	<u>15,800</u>	<u>15,800</u>	<u>-</u>	<u>-</u>

NOTE 9 - DEFERRED TAX ASSETS

Deferred tax assets and liabilities were offset when there is a legally enforceable right to set off current tax assets against current liabilities and when the deferred taxes relate to the same authority. The following amounts, determined after appropriate offsetting, are shown in the balance sheet:

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Deferred tax assets	<u>200</u>	<u>74,100</u>	<u>-</u>	<u>-</u>
Deferred tax assets				
At 1 January	74,100	97,100	-	-
Credited to income statement	(73,900)	(23,000)	-	-
	<u>200</u>	<u>74,100</u>	<u>-</u>	<u>-</u>
At 31 December	<u>200</u>	<u>74,100</u>	<u>-</u>	<u>-</u>
Deferred tax assets				
Tax losses	<u>200</u>	<u>74,100</u>	<u>-</u>	<u>-</u>

The amount of deductible temporary differences and unused tax losses (both of which have no expiry date) for which no deferred tax asset is recognised in the balance sheet are as follows :

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Tax losses	100,600	216,700	-	-
Deductible temporary differences	6,800	32,500	-	-
	<u>107,400</u>	<u>249,200</u>	<u>-</u>	<u>-</u>

NOTE 10 - INVENTORIES

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
At cost,				
Raw materials	57,083	58,344	-	-
Work in progress	9,712	47,835	-	-
Finished goods	-	-	-	-
Souvenir items	317,756	283,088	-	-
	<u>384,551</u>	<u>389,267</u>	<u>-</u>	<u>-</u>
Less : Allowance for obsolete inventories	-	-	-	-
	<u>384,551</u>	<u>389,267</u>	<u>-</u>	<u>-</u>
At net realisable value				
Finished goods	81,447	49,234	-	-
	<u>465,998</u>	<u>438,501</u>	<u>-</u>	<u>-</u>

NOTE 11 - RECEIVABLES AND PREPAYMENTS

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Vehicle loan receivables	6,797,195	7,202,345	6,797,195	7,202,345
Computer loan receivables	227,547	321,413	227,547	321,413
Student loan receivables	177,066	186,757	177,066	186,757
Travelling advances	303,437	212,334	303,437	212,334
Other advances	548,631	343,947	548,631	343,947
Trade receivables	2,953,788	2,500,325	144,658	133,909
Student fees receivables	5,097	455,741	628,039	455,741
Other debtors	800,359	40,985	-	-
Bond paid	802,936	815,393	736,927	764,333
Trust fund receivables	14,478,407	9,863,175	14,478,407	9,863,175
Amount due from subsidiaries	-	-	172,320	-
Interest receivables	320,988	231,138	320,988	231,138
	<u>27,415,451</u>	<u>22,173,553</u>	<u>24,535,215</u>	<u>19,715,092</u>
Less : Allowance for doubtful debts	(664,849)	(593,397)	(613,380)	(492,877)
	26,750,602	21,580,156	23,921,835	19,222,215
Grant receivables	5,200,000	-	5,200,000	-
Accrued interests	66,482	62,237	66,482	62,237
Prepayments	1,622,364	2,003,822	1,622,364	2,003,822
Amounts due from related parties	-	441,306	-	-
	<u>6,888,846</u>	<u>2,507,365</u>	<u>6,888,846</u>	<u>2,066,059</u>
Less : Allowance for doubtful debts	-	(441,306)	-	-
	6,888,846	2,066,059	6,888,846	2,066,059
	<u>33,639,448</u>	<u>23,646,215</u>	<u>30,810,681</u>	<u>21,288,274</u>

NOTE 12 - DEPOSITS, BANK AND CASH BALANCES

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Deposits with licenced bank and financial institution	354,644,290	307,031,386	353,944,460	306,800,000
Bank and cash balances	52,850,599	18,459,948	49,025,130	14,582,371
Deposits , bank and cash balances	407,494,889	325,491,334	402,969,590	321,382,371
Less : Deposit pledged with bank	(699,830)	(226,386)	-	-
Cash and cash equivalents	406,795,059	325,264,948	402,969,590	321,382,371

NOTE 13 - OTHER PAYABLES AND BONDS

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Other payables :				
Student sponsors control accounts	20,221,438	12,600,836	20,221,438	12,600,836
Student trust funds	16,434	49,079	16,434	49,079
Prepaid student fees	-	3,206,020	-	3,206,020
Unpresented cheques	913,423	313,661	913,423	313,661
Retention sum	12,602,078	7,749,370	12,602,078	7,749,370
Unclaimed monies	279,533	195,951	279,533	195,951
Trust fund control accounts	14,650,727	9,863,175	14,650,727	9,863,175
Long term creditor (Note 18)	48,500	-	-	-
Other payables	97,070	8,786,865	30,764	8,669,014
	48,829,203	42,764,957	48,714,397	42,647,106
Bonds :				
Foreign students bonds	4,238,394	3,356,591	4,238,394	3,356,591
Tender bonds	475,874	412,493	475,874	412,493
Library materials bonds	-	13,270	-	13,270
Other bonds	120,902	101,484	120,902	101,484
Rentals bonds	581,912	538,744	581,912	538,744
	5,417,082	4,422,582	5,417,082	4,422,582
	54,246,285	47,187,539	54,131,479	47,069,688

NOTE 14 - TERM LOANS

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Term Loans (Secured) :				
Loan from EPF	100,955,961	108,167,101	100,955,961	108,167,101
Subsidiaries term loan	36,276	86,312	-	-
	<u>100,992,237</u>	<u>108,253,413</u>	<u>100,955,961</u>	<u>108,167,101</u>
Less :				
Repayment within one year				
(included in current liabilities)	(7,245,364)	(7,245,364)	(7,211,140)	(7,211,140)
	<u>93,746,873</u>	<u>101,008,049</u>	<u>93,744,821</u>	<u>100,955,961</u>
Long term liabilities				
	<u>93,746,873</u>	<u>101,008,049</u>	<u>93,744,821</u>	<u>100,955,961</u>
Total current liabilities	7,245,364	7,245,364	7,211,140	7,211,140
Total long term liabilities	<u>93,746,873</u>	<u>101,008,049</u>	<u>93,744,821</u>	<u>100,955,961</u>
	<u>100,992,237</u>	<u>108,253,413</u>	<u>100,955,961</u>	<u>108,167,101</u>
Term loans (secured)	<u>100,992,237</u>	<u>108,253,413</u>	<u>100,955,961</u>	<u>108,167,101</u>

- a) EPF loan is pledged against the leasehold land and charged a fixed interest rate of 7% (2009 : 7%) per annum. The repayment of the loan is on quarterly basis over 25 years beginning December 2002. The net book value of the pledged land is RM7,888,929 (2009 : RM7,998,497)
- b) The subsidiary's term loan is secured by means of fixed charge over the buildings of the Company. The repayment of the loan is done monthly over 15 years beginning from April 1997. The net book value of the pledged building is RM339,150 (2009 : RM364,037)

NOTE 15 - HIRE PURCHASE CREDITORS

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Hire purchase creditors				
Not later than 1 year	37,524	13,485	-	-
Later than 1 year and not later than 5 years	<u>102,303</u>	<u>41,157</u>	<u>-</u>	<u>-</u>
	139,827	54,642		
Less : Future finance charges	<u>(11,738)</u>	<u>(1,812)</u>	<u>-</u>	<u>-</u>
	<u>128,089</u>	<u>52,830</u>	<u>-</u>	<u>-</u>
Current liabilities	32,043	10,570	-	-
Long term liabilities	<u>96,046</u>	<u>42,260</u>	<u>-</u>	<u>-</u>
	<u>128,089</u>	<u>52,830</u>	<u>-</u>	<u>-</u>

NOTE 16 - EMPLOYEE BENEFITS

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Employee benefits At 1 January	12,688,238	11,149,555	12,688,238	11,149,555
Provision for employee benefits	(201,053)	2,415,510	(201,053)	2,415,510
Payments during the year	(1,108,321)	(876,827)	(1,108,321)	(876,827)
At 31 December	<u>11,378,864</u>	<u>12,688,238</u>	<u>11,378,864</u>	<u>12,688,238</u>
Current liabilities	1,284,891	907,864	1,284,891	907,864
Long term liabilities	<u>10,093,973</u>	<u>11,780,374</u>	<u>10,093,973</u>	<u>11,780,374</u>
	<u>11,378,864</u>	<u>12,688,238</u>	<u>11,378,864</u>	<u>12,688,238</u>

NOTE 17 - DEFERRED INCOME

Deferred income represents payments received in advance for leasing out a piece of land obtained under operating lease from UTM. Deferred income is amortised and recognised in the income statement over the lease period of 30 years on a straight line

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
At 1 January	1,490,720	1,548,800	-	-
Amortised during the year	(58,080)	(58,080)	-	-
At 31 December	<u>1,432,640</u>	<u>1,490,720</u>	<u>-</u>	<u>-</u>

NOTE 18 - LONG TERM CREDITOR

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Long term creditor	125,000	-	-	-
Repayment within 1 year	(48,500)	-	-	-
	<u>76,500</u>	<u>-</u>	<u>-</u>	<u>-</u>

The long term creditor represents unsecured interest free advances repayable by:

- (a) RM16,000 within 7 days after 5 months from 25 October 2010:
- (b) RM32,000 within 7 days after 5 months from 25 October 2010: and
- (c) RM96,000 (including RM19,500 share of profit) within 7 days after 30 months from 25 October 2010

	GROUP		UTM	
	2010 RM	2009 RM	2010 RM	2009 RM
Repayment due:				
Not later than 1 year	48,500	-	-	-
Later than 1 year and not later than 5 years	<u>76,500</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>125,000</u>	<u>-</u>	<u>-</u>	<u>-</u>

NOTE 19 - REVENUE

The total revenue for the year are as below :

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
Operating grant	423,402,387	452,750,052	423,402,387	452,750,052
University's revenue	50,073,105	51,920,885	50,073,105	51,920,885
University's Fund	45,600,000	29,000,000	45,600,000	29,000,000
Revenue of Subsidiaries :				
- Uni-Technologies Sdn Bhd	11,064,223	6,585,039	-	-
- Sparkle Precision Sdn Bhd	1,488,202	1,143,353	-	-
- Global Technology Innovation Malaysia Management Sdn Bhd	2,947,450	3,057,506	-	-
- Phyto Byznets Sdn Bhd	702,808	656,507	-	-
- UTM Souvenir Shop Sdn Bhd	1,015,034	1,909,710	-	-
	17,217,717	13,352,115	-	-
Other revenue of subsidiaries	-	202,150	-	-
	<u>536,293,209</u>	<u>547,225,202</u>	<u>519,075,492</u>	<u>533,670,937</u>
Revenue of subsidiaries represents :				
- Consultancy and training	14,537,794	11,197,746		
- Sale of manufactured goods and souvenirs	2,679,923	2,154,369		
	<u>17,217,717</u>	<u>13,352,115</u>		

NOTE 20 - FINANCE COST

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
Interest on term loans	3,694,583	3,957,416	3,690,000	3,943,333
Interest on hire purchase	6,026	2,787	-	-
	<u>3,700,609</u>	<u>3,960,203</u>	<u>3,690,000</u>	<u>3,943,333</u>

NOTE 21 - SURPLUS/(DEFICIT) FROM OPERATIONS BEFORE TAX

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
The following items have been charged/ (credited) in arriving at surplus / (deficit) from operations before tax :				
Expense :				
Property, plant & equipment				
- (gain)/loss on disposal	6,205	(516)	5,890	-
- depreciation	23,626,110	15,283,713	23,474,047	15,102,899
Audit Fees				
- current year	70,000	64,900	33,000	27,900
Rental	13,391,700	12,410,413	13,286,258	12,141,950
Allowance for doubtful debts	171,972	49,007	120,503	49,007
Bad debts written off	19,043	-	19,043	-
Revenue :				
Educational fees	(41,449,602)	(39,442,299)	(41,449,602)	(39,442,299)
Other income	(217,331)	(4,898,418)	(217,331)	(4,898,418)
Interest income	(7,593,920)	(6,841,459)	(7,584,367)	(6,821,502)
Rental income	(539,139)	(465,802)	(528,072)	(440,992)
Interest income from computer/vehicle loan	(293,733)	(317,674)	(293,733)	(317,674)
Amortisation of deferred income	(58,080)	(58,080)	-	-

NOTE 22 - TAX EXPENSE

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
In respect of current year :				
- Income tax - Subsidiaries	32,500	68,000	-	-
- Associates	5,267	19,810	-	-
- Deferred tax	73,900	23,000	-	-
	<u>111,667</u>	<u>110,810</u>	<u>-</u>	<u>-</u>
In respect of prior year :				
- Income tax	1,091	(36,229)	-	-
	<u>112,758</u>	<u>74,581</u>	<u>-</u>	<u>-</u>

Numerical reconciliation between tax expense and surplus/(deficit) from operations before tax are as follow :

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
Surplus/(deficit) from operations before tax	<u>(13,171,104)</u>	<u>7,158,296</u>	<u>(14,369,177)</u>	<u>6,939,813</u>
Tax at the Malaysia income tax rate of 25% (2009 : 25%)	(3,292,776)	1,789,574	(3,592,294)	1,734,953
Tax effects of :				
- Income not subject to tax	(129,795,893)	(133,417,734)	(129,768,873)	(133,417,734)
- Expenses not subject to tax	133,361,167	131,682,781	133,361,167	131,682,781
- Difference in tax rates	(32,543)	(31,579)	-	-
- Expenses not deductible for tax purposes	12,038	45,147	-	-
- Deferred tax assets not recognised	-	42,621	-	-
- Deferred tax assets not previously recognised	(140,326)	-	-	-
(Over)/under provision in the previous year	-			
-income tax	1,091	(36,229)	-	-
	<u>112,758</u>	<u>74,581</u>	<u>-</u>	<u>-</u>

NOTE 23 - DEVELOPMENT GRANT AND EXPENDITURE

23.1 Development grant received from the Ministry Of Higher Education is as follow :

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
Direct grants	309,174,152	202,897,300	309,174,152	202,897,300
Indirect grants (loan from IDB)	-	3,954,675	-	3,954,675

23.2 Development expenditure incurred for the year 2010 are as follow:

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
Projects Under the 9th Malaysia Plan :				
Anechoic Chamber Lab, FKE	214,500	273,846	214,500	273,846
Infrastructure/IT	17,510,941	6,914,612	17,510,941	6,914,612
High Temperature Processing Lab, FKKS	193,075	976,042	193,075	976,042
Faculty of Bioscience & Biotechnology	7,857,121	14,613,009	7,857,121	14,613,009
Upgrading of KL Campus	42,307,649	46,015,825	42,307,649	46,015,825
Sports Complex & Sports Science Academy	40,312,638	15,528,274	40,312,638	15,528,274
PPIPS building & equipment	5,092,772	10,989,256	5,092,154	10,989,256
FS building/equipment	5,909,154	16,015,869	5,909,154	16,015,869
RMC building/equipment	10,243,771	6,858,126	10,243,771	6,858,126
Library additional building	5,723,185	10,151,294	5,723,185	10,151,294
FKE building/equipment	10,124,889	11,102,073	10,124,889	11,102,073
FKM building/equipment	11,767,537	6,295,623	11,767,537	6,295,623
FKA building/equipment	5,288,625	4,187,666	5,288,625	4,187,666
FKKS building/equipment	4,705,160	3,768,298	4,705,160	3,768,298
FAB building/equipment	8,521,350	4,956,292	8,521,350	4,956,292
FKSG building/equipment	3,159,082	5,215,269	3,159,082	5,215,269
FSKM building/equipment	6,501,232	4,532,807	6,501,232	4,532,807
Faculty of Bio Medical (building) , PFI	13,501,776	19,752,925	13,501,776	19,752,925
Technology & Information Centre	16,258,404	12,754,740	16,258,404	12,754,740
Total	215,192,861	200,901,846	215,192,243	200,901,846

NOTE 24 - MOVEMENT IN THE OPERATING & DEVELOPMENT FUNDS

	OPERATING		DEVELOPMENT	
	2010	2009	2010	2009
	RM	RM	RM	RM
Receipts:				
Government Grants	420,452,484	450,431,400	309,174,152	202,897,300
Other grants	2,949,903	2,318,652	-	-
University's revenue	50,073,105	51,920,885	-	-
	473,475,492	504,670,937	309,174,152	202,897,300
Expenses :				
Emolument	302,564,779	279,992,199	-	-
Services & Supplies	174,777,695	192,371,561	24,616,476	19,558,384
Employee benefits & scholarships	15,482,375	19,039,090	-	-
Other expenses	17,139,883	20,116,539	-	-
Property, Plant & Equipment	9,040,108	21,929,946	190,576,385	181,343,462
	519,004,840	533,449,335	215,192,861	200,901,846
Deficit/(surplus)	(45,529,348)	(28,778,398)	93,981,291	1,995,454
Financed by :				
University's Fund	45,600,000	29,000,000	-	-
Surplus/(deficit) for the year	70,652	221,602	93,981,291	1,995,454
Retained fund at start of year	3,176,397	2,954,795	32,411,009	30,415,555
Retained fund at end of year	3,247,049	3,176,397	126,392,300	32,411,009
Operating Commitment/ Capital Commitment	3,376,275	5,422,523	399,300,103	529,236,047

Operating commitment is the amount of local orders which were not completed or delivered in full at year end whereas capital commitment is the contracted amount associated with the projects under development.

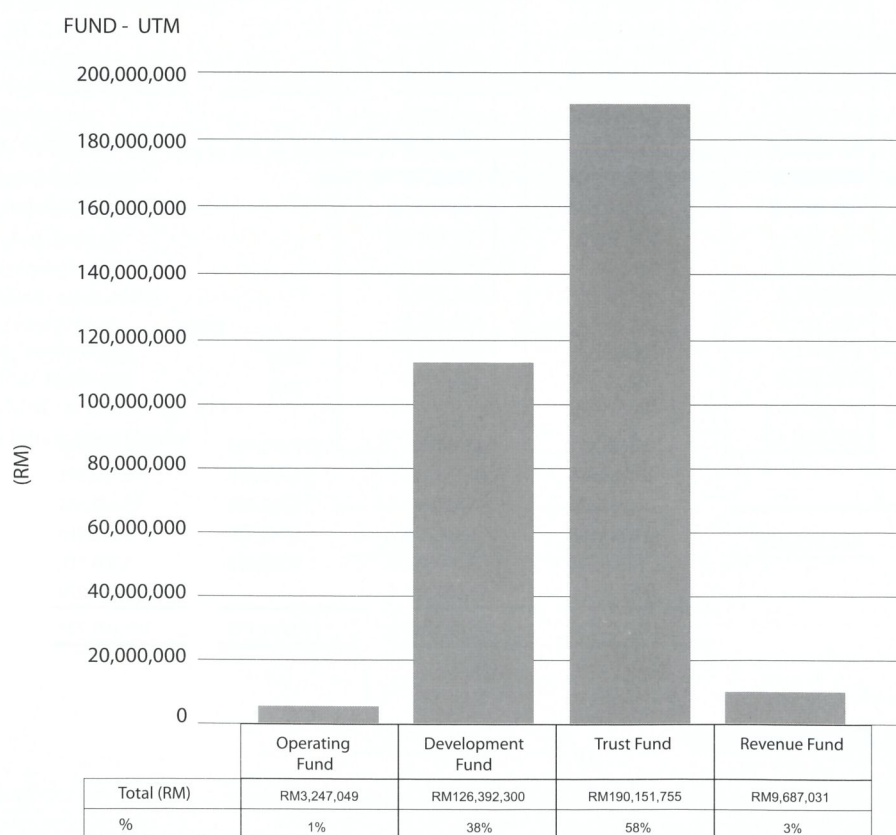
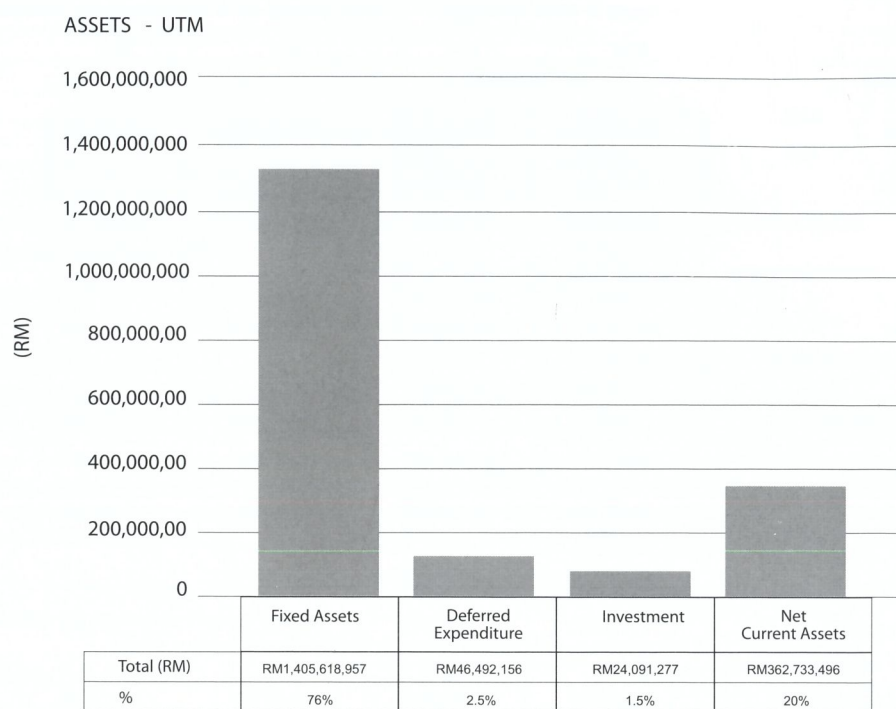
NOTE 25 - TRUST FUND

	GROUP		UTM	
	2010	2009	2010	2009
	RM	RM	RM	RM
Trust Account	117,691,917	104,558,093	117,691,917	104,558,093
Research Funds	51,785,876	48,768,391	51,785,876	48,768,391
Motor Vehicle Loan Funds	15,522,534	15,522,534	15,522,534	15,522,534
Student Loan Funds	1,941,910	1,941,910	1,941,910	1,941,910
Computer Loan Funds	3,209,518	3,209,518	3,209,518	3,209,518
Investment Funds	-	12,603,279	-	12,603,279
	190,151,755	186,603,725	190,151,755	186,603,725

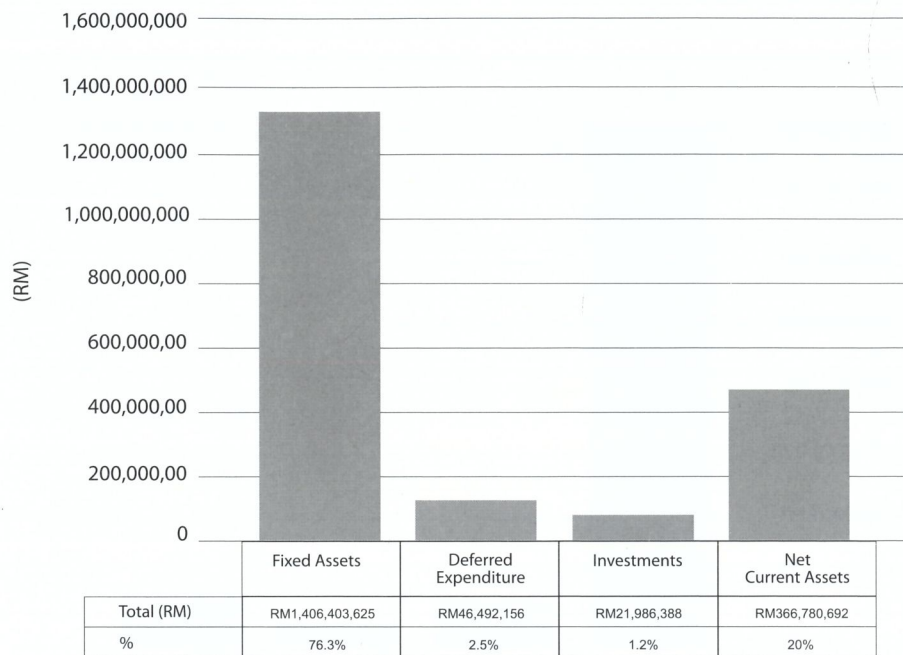
NOTE 26 - COMPARATIVE FIGURES

Certain comparative figures have been restated to ensure comparability with current year's presentation.

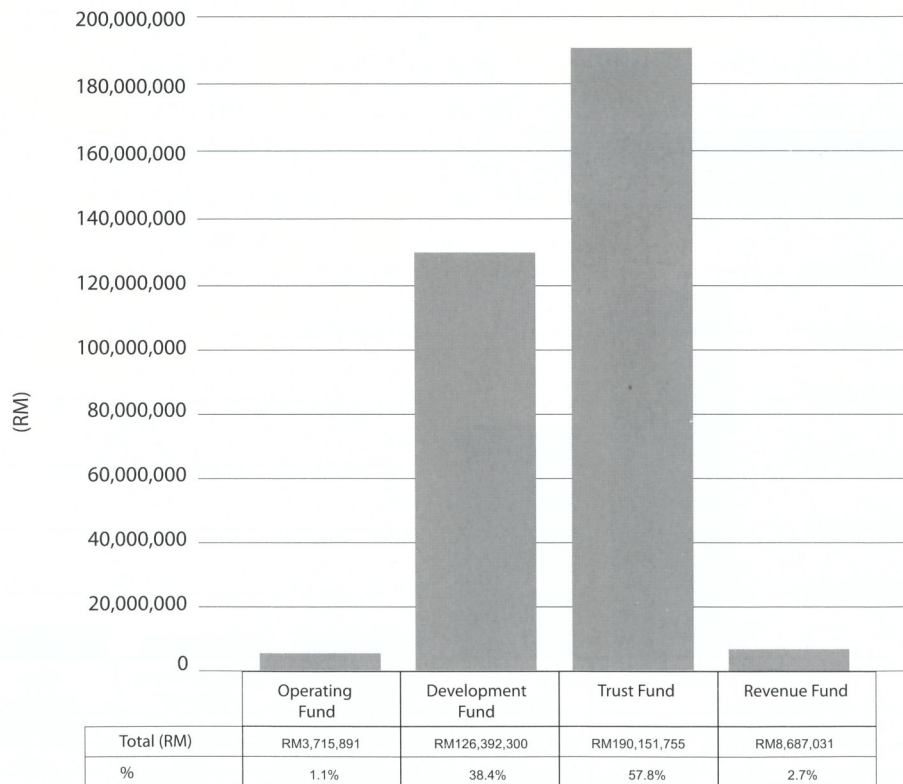
FINANCIAL HIGHLIGHTS



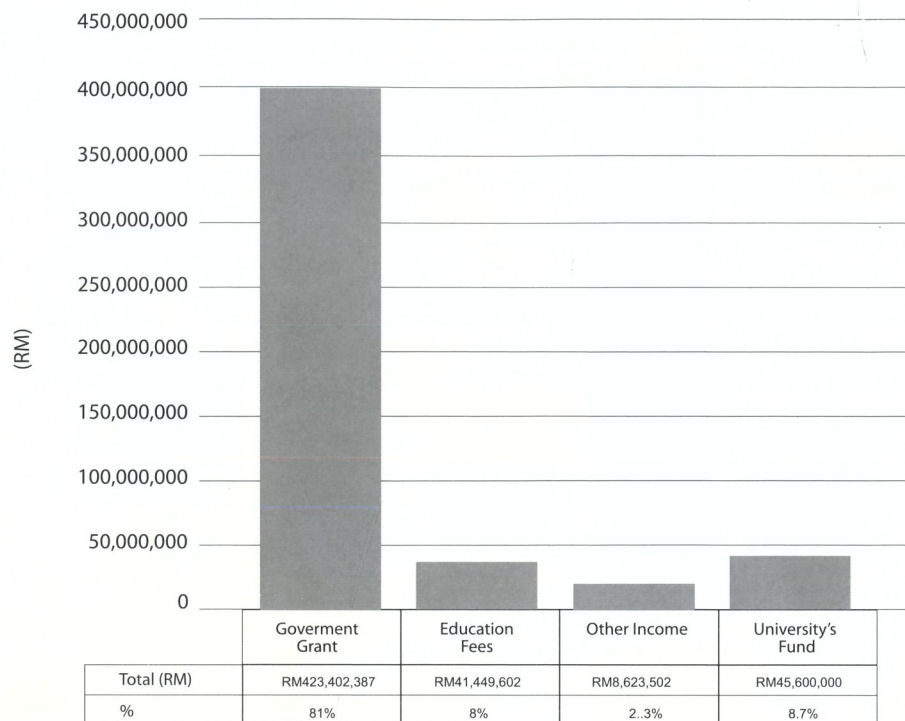
ASSETS - GROUP



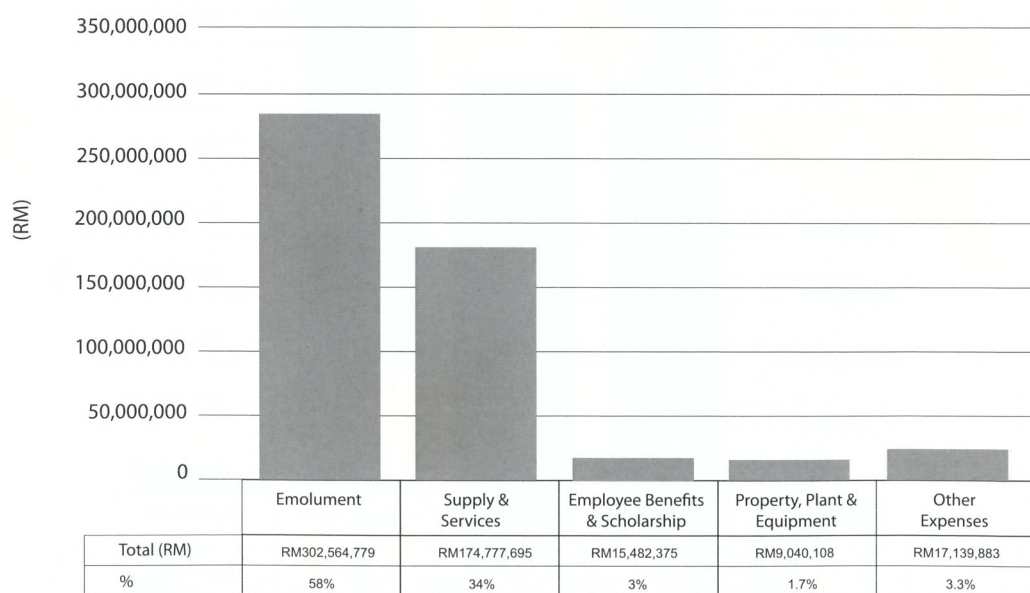
FUND - GROUP



OPERATING REVENUE- UTM



OPERATING EXPENDITURE - UTM



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