President’s Message

We have been talking about Board renewal for some time now but the search for new members has not been easy. I am delighted, however, to report that through the kind auspices of the National Volunteer & Philanthropy Centre a number of experienced professionals have, last year, very generously offered their services to the Association.

All of them have since been deployed in positions best suited to their qualifications and experience. In the event, I am confident that we will have, in short measure, a new team of well qualified people to govern and lead the Association.

Chaoyang, Katong and Tanglin have all been fully refurbished. The Centre for Adults is now undergoing refurbishment and in a few short months, our members will be able to enjoy its new improved facilities. Delta Senior School (DSS) will move into a totally new building in a couple of years’ time.

There have been important developments in the area of special education both at Association level and at the Ministry of Education (MOE). Curriculum review and the “proto-typing” programme at DSS (reported last year) are both progressing well and recently, the MOE unveiled its AXIS (Aspire towards Excellence In Special Education) initiative, aimed at improving standards at all 21 Special Education Schools in Singapore. All these developments will help us meet the needs of our children more effectively.

It has been my pleasure to have served as President these past four years. I thank the staff, in particular, for their inspiring commitment and dedication to the cause. Special thanks also to my colleagues on the Board for their invaluable advice and counsel.

Tan Ju Seng
Reports of Committees/Sub-Committees
The role of the Schools Management Committee is to ensure that the operations of the APSN schools are carried out effectively in pursuit of our mission and in line with the guidelines of the Education Act under which it is constituted. I am pleased to report that in the year under review, our schools continued to achieve their annual strategic plans to produce students who are equipped with the skills necessary for social integration and lifelong employment.

Meetings of the SMC were held regularly every alternate month. I would like to record my thanks to Mrs. Liza Ow, Principal of Tanglin School, for being the Secretary of the SMC for the current year. I would also like to welcome Mrs Choo Swee Gek who was appointed as the new Principal of Katong School on the 15th December 2008. Seconded from the Ministry of Education, Mrs Choo started her teaching career in 1990 and her first posting was to Pasir Ris Secondary School. From 2001 to 2003, she worked in the Planning Division of MOE. She was the Vice-Principal of Coral Secondary School before joining us. Mrs Choo has a Bachelor of Science degree from NUS and a Diploma in Education from NIE. Her expertise in school management, curriculum development etc will be critically important in driving Katong School to greater heights.

With selfless cooperation, not only among the school Principals but more importantly between the schools, the Multidisciplinary Support Unit, the Curriculum, Human Resource, IT, and Finance Subcommittees, we were able to achieve seamless and holistic care for all of our students. I thank them all for making our work possible. The contributions of the Ministry of Education, financially and in other ways, are also gratefully acknowledged.

While we continue to do the work of operating the school programmes that APSN is noted for, we are also constantly reviewing the relevance of our curriculum and the standards of our operations to ensure that our students receive the most up-to-date education. To this end, our teaching staff are encouraged to undergo upgrading of their skills and knowledge. The building of a new school facility at Choa Chu Kang for Delta Senior School, with financial support from the Ministry of Education, is another example of our commitment to improving the quality of our programmes.

Mr T U Naidu
Chairman
It has been a challenging and exciting 11 years for the Centre For Adults (CFA) since its establishment in 1997. CFA has in the past 8 years been sharing premises with Christian Outreach to the Handicapped (COH). On 1st January 2009 APSN took over the other half of the premises occupied by COH. With more space we are able to take in 280 clients up from the previous 150 clients.

The Centre has seen a drop in clients from more than 150 to 125 due to our success in placing them in open employment. With the Delta Senior School’s (DSS) prototyping project ending this year, the Centre is expecting a large number of graduating DSS students to join CFA.

Our present premises were built in the 60’s and they have become dilapidated. CFA started its refurbishment of the Centre in March 2009 and completion is expected by end of August 2009. I would like to take this opportunity to thank MCYS, NCSS, Tote Board, Celebrities Sports Club, artistes from MediaCorp and donors for their generous funds and donations in making the refurbishment possible.

With the refurbishment, the following new facilities will be added:

a) staff room  
b) counselling room  
c) air-conditioned multi-purpose hall  
d) training shed for recycling team  
e) training rooms for F&B – hot kitchen and bakery kitchen  
f) mini food court  
g) art & craft room  
h) thrift shop

In the hot kitchen, clients will be trained in personal hygiene, food hygiene, food preparation, cleaning of kitchen and food court. Also, they will learn how to communicate with customers at the stalls in the food court. For the higher functioning clients they will get to learn how to bake and make pastries. The F&B curriculum would be based on WDA’s ESS certification programmes.

The recycling and thrift shop was revived in February 2008 after the purchase of a truck sponsored by Keppel Group. The current thrift shop occupies part of a training room meant for contract work. After the refurbishment, there will be a proper thrift shop to train the clients in handling money at the cashier counter,
maintaining the shop and a chance to interact with the public to develop social and communication skills.

With the support of Keppel Group four more greenhouses were built in April 2008 after the successful hydroponics pilot project started in Year 2007. Besides hydroponics farming, clients are also trained in gardening and landscaping. Last year CFA won the Silver Award in the “Community in Bloom” 2008 competition organised by NParks. Our hydroponics greenhouses and landscape have attracted many visitors from VWOs and schools. Some of our clients are now working for landscape companies after going through the training.

Earlier this year the grass cutting team received another contract to cut grass at GoldKist Resort every fortnight. They now have seven locations to cut grass. It is a good way to toughen the clients. Two of the clients have recently been placed in open employment. Our janitorial team, too, has recently been contracted to clean a senior activity centre. It provides the clients a place for on-the-job training.

In collaboration with the neighbourhood schools, our clients participated in Tanjong Katong Secondary school’s in-line skating and cycling. The clients also participated in the fund raising event held by Chatsworth International School where CFA was given a stall to sell our handicraft and painting.

As for our members we shall continue to support them and keep in touch with them. Every month at least two outings/activities are organised for the members and clients to provide opportunities for them to socialise.

We are glad to see that the financial crisis has not stopped people from volunteering or donating to CFA. Unfortunately, some of our members have been retrenched and are still unemployed. They are encouraged to join CFA for re-training while looking for another job.

I would like to thank the CFA Management Committee members, volunteers and staff for their dedication, commitment and support in serving our clients and members.

Mr Chan Chee Keong
Chairman
Admissions and Review (A & R) Sub-Committee

Chairperson: Mr. M.K. Wong (stepped down, April 2009)
Co-Chairpersons: Dr. Francis C. Chen (appointed Chairperson, April 2009)
Dr. Hoili Lim
Mr. Roger Tan (appointed Co-Chairperson, April 2009)
Secretary: Ms. Sutha Raman
Committee Members: Dr. Chey Chor Khoon
Ms. Lorraine Boudville
Mrs. Choo Gek Choo
Ms. Haslinda Suhadi
Mrs. L.V. Jayashree
Ms. Marisa Lin
Ms. Sharmaine Loh
Mrs. Low Siew Ting
Mr. Frederick Low
Mr. Andy Lum
Ms. Athena Ng
Mrs. Liza Ow
Ms. Soh Mee Choo
Mr. William Tng
Ms. Geetha Thevaraja
Ms. Clarice Loh (on study leave)
Ms. Tan Jun Lin (on study leave)

This past year, there have been changes in the composition of our members. Ms. Tan Jun Lin and Ms. Clarice Loh have both taken a two-year study leave from the Association. Mr. Vincent Yeo and Mr. Koh Guan Hoe returned to their current positions as Curriculum Director and Operations Manager at CFA respectively. Mr. Stanislaus Poh had resigned. We thank them for their contributions and wish them well.

We are happy to have Ms. Athena Ng back with us and we would like to extend our warm welcome to Ms. Marisa Lin, Ms. Geetha Thevaraja, Mrs. Choo Gek Choo, Mr. Roger Tan and Mr. William Tng. As of April 2009, Mr. M.K. Wong stepped down as chairperson. Dr. Francis Chen has been appointed chairperson and Mr. Roger Tan co-chairperson. We thank Mr. Wong for his immense help and years of dedicated work to the Association and A&R.

In our continuing efforts to enhance our service delivery, we have developed the Admissions Guide pamphlet. The Guide provides a snapshot of the different stages of the admission process. It addresses questions like who should apply to APSN, what happens at the A&R screening, and what happens after the A&R screening. Once the details of the pamphlet are finalized, it will be disseminated to referring agencies and families of applicants.

We thank our members of the Sub-Committee for all their hard work.

Dr. Francis C. Chen
Chairperson
30 April 2009

Dr. Hoili Lim
Co-Chairperson
### TABLE 1

<table>
<thead>
<tr>
<th>Registered Cases for the Year</th>
<th>2008/2009 (1 April - 31 March) Total</th>
<th>2007/2008 (1 April - 31 March) Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admitted into APSN schools/CFA on full acceptance status</td>
<td>70</td>
<td>86</td>
</tr>
<tr>
<td>(includes CFA OTP (On Trial Placement) cases given full acceptance status)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admitted into APSN schools on conditional status</td>
<td>30</td>
<td>23</td>
</tr>
<tr>
<td>Admitted into CFA on trial placement</td>
<td>3</td>
<td>–</td>
</tr>
<tr>
<td>(CFA OTP (On Trial Placement) cases not yet given full acceptance status)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review - Recommended by A&amp;R</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Unsuccessful Application - Found unsuitable by A&amp;R</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Applicants who reject full acceptance offer/</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Applicants with 2 successive &quot;No-Show&quot; appointments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awaiting A&amp;R sub-committee decision</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Pending (Includes applicants with &quot;No-Show&quot; on first appointments; more information of applicants is requested by A&amp;R sub-committee)</td>
<td>4</td>
<td>–</td>
</tr>
<tr>
<td>Grand Total</td>
<td>140</td>
<td>161</td>
</tr>
</tbody>
</table>

### TABLE 2


<table>
<thead>
<tr>
<th>Race/Gender</th>
<th>Male (Male %)</th>
<th>Female (Female %)</th>
<th>Total (Total %)</th>
<th>Racial % (Racial %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinese</td>
<td>54 (56%)</td>
<td>25 (27%)</td>
<td>79 (83%)</td>
<td>56.43% (51.55%)</td>
</tr>
<tr>
<td>Malay</td>
<td>28 (27%)</td>
<td>11 (17%)</td>
<td>39 (44%)</td>
<td>27.86% (27.33%)</td>
</tr>
<tr>
<td>Indian</td>
<td>12 (11%)</td>
<td>2 (9%)</td>
<td>14 (20%)</td>
<td>10.00% (12.42%)</td>
</tr>
<tr>
<td>Others</td>
<td>4 (5%)</td>
<td>4 (9%)</td>
<td>8 (14%)</td>
<td>5.71% (8.70%)</td>
</tr>
<tr>
<td>Total</td>
<td>98 (99%)</td>
<td>42 (62%)</td>
<td>140 (161%)</td>
<td>–</td>
</tr>
</tbody>
</table>

| Male/Female % | 70.00% (61.50%) | 30.00% (38.50%) | 100% (100%) |

APSN ANNUAL REPORT 2008/2009
The school curriculum reform efforts at APSN, over the past few years, have been focused on the following aims: (i) the development of a distinctive and integrated APSN curriculum appropriate to the present and future needs of our students; (ii) the development and growth of teachers in their professional capacities in curriculum knowledge, curriculum planning, teaching, and collaboration with other teachers on curriculum matters in order to promote the smooth continuity of student learning within/across key learning areas and grade levels; and (iii) the establishment of professional learning communities within the schools to support teachers, individually and collectively, in their development, growth and learning. Fundamental to our curriculum reform efforts is the urgent recognition of the paramount role that teachers play in engaging their students to learn, and hence the focus on creating the necessary conditions, within the school communities, for APSN teachers to deepen their involvement in curriculum work and develop their capacities for teaching and learning.

From our most recent research interviews with several senior teachers (HODs) to review our curriculum reform efforts, our work has been successful in effecting positive change in the educational practice of themselves and other APSN teachers. The curriculum work to achieve the above three aims has been, in retrospect, a learning journey filled with many challenges, opportunities and promises (some arrived and to come). The significant changes in terms of individual growth, the renewal of the collective, and the transformation of schools into supportive communities for teacher development are noteworthy (as indicated by our recent research findings).

From the macro/organizational perspective, the improvement of educational practice on the part of the teachers has been made possible through the curriculum reform’s emphasis on re-culturalizing and transforming the schools into learning communities where individual teachers are provided the opportunities and scaffolding to participate in curriculum matters, hence generating new knowledge and practices with and through others. From a micro perspective (from the ground), change may have been seen as personally uncomfortable, challenging and even chaotic in requiring individual teachers, Heads of Department and other individual members in the school community to step out of his/ her internal comfort zone to try new practices and assume new responsibilities. However, the deep involvement of the “ground” staff in participating in the initial birthing pains and subsequent struggles have, in fact, laid a strong foundation to take this reform forward. It is precisely because of the intentional involvement of the teachers in the curriculum reform efforts from the very beginning that they have grown stronger and empowered in their professional and personal capacities; and it is these teacher capacities, on the individual and collective levels, which will continue to sustain the curriculum work into the future.

As a rejoinder from last year’s report commenting on futures challenges, 2008 has indeed seen a greater decentralization of curriculum planning and development work at the local school level. With the development of a formal and explicit curriculum framework, scope and sequence guide, assessment structure and data
management system, it is heartening to see that the schools take greater ownership of curriculum development and planning work as well as showing greater responsiveness in ensuring a curriculum that is engaging and relevant to the needs of the students as well as their futures. Capacity and community building through personal and professional development have now become top priorities for the schools.

Our school leaders have taken steps to build supportive communities of practice for individual and collective engagement at the local school level. This community building work has created space for ownership, autonomy and meaningful challenge for staff. Each school has, in their unique ways, provided platforms for sustaining professional conversations that are meaningful and relevant to the educational practice of teachers. Curriculum planning has taken centre stage for all schools. The teachers’ role has been expanded beyond just the delivery of the curriculum. The instructional leadership role of the Heads of Department has also intensified as they are called upon to take a more pro-active role in improving the educational practice of teachers within their departments.

Although the refinement and documentation of the APSN curriculum is a work in progress, a competency-based backward design curriculum framework model which cascades eight broad student learning outcomes derived from the association’s vision has been adopted. Plans are afoot to send these curriculum materials which include scope-sequence documentation, assessment guides and an accompanying manual, for publication by the end of this year. The curriculum guides to be written will provide the structure in which local innovation can take place.

As with the curriculum materials, the refinement of the assessment and reporting system is also a work in progress. However, with the engagement of a vendor to develop a web-based assessment and reporting tool, the challenge is to put in place a system that will allow for local changes, experimentation and improvement in the future within a framework that is evidently APSN. This system has been earmarked to be launched by the end of September this year.

In spite of the departure of Mr. Vincent Yeo, the Curriculum Director, from this position, our curriculum work in the future will continue to evolve. Mr. Vincent Yeo has played an extremely invaluable role in working with the teachers, HODs and principals in achieving the three aforementioned aims of our curriculum reform efforts. During the past few years, he has worked assiduously, and in a most exemplary manner, with and alongside teachers, HODs and principals to build the necessary structural and organizational infrastructure as well as the professional capacities of APSN teachers for our curriculum work to develop and flourish.

Dr Levan Lim
Chairman
In the year under review, we brought out 3 issues of the APSN Newsletter.

The general policy of the APSN Newsletter remains. It is to chronicle the major events that have taken place in our schools and the Centre for Adults, and also events involving the Association. All our schools are important, and therefore we give them more or less equal space in the coverage of their events.

We try to make the Newsletter interesting to the general readership, but sometimes interesting news and articles are so difficult to come by. Members are welcome to write in with their points of view or whatever stories they may have; the Newsletter can also act as a platform for parents and others to air their views.

We have also updated a number of brochures for our Association, e.g. the Admissions & Review pamphlet on how to apply to APSN Schools.

In the interest of good governance, we review our printers at regular intervals. We have changed printers for a couple of issues to test their competitiveness.

My thanks go to my co-editor Mr Alwin Woo and the rest of the team who have acted as reporters for their respective schools and the Centre for Adults.

The other part of this Subcommittee has to do with publicity. Whether this part of the Association's function of public education is best handled by this same committee is a moot point. However, as the Association is undergoing structural re-consolidation through the introduction of proper governance protocol and the establishment of other subcommittees, this public education has been put on hold.

Other aspects of publicity have to do with the public media; we have had a number of requests from the media as well as TV to feature our children. Where appropriate, parental consent is obtained, and the reporters' questions are screened so that our answers to them are unambiguous and correct. So far we have done very well.

I would like to welcome Ms Siti Mariam Rahman as our new Corporate Communications Executive since towards the end of last year. She has been responsible for helping to update our Association brochures, helping in the production of our Newsletter, and very importantly in liaising with the public and the media concerning our Association. She has rendered very good work.

Dr Francis C. Chen
Chairman
Finance & Investment Sub-Committee
Financial Year ended 31st March 2009

Chairperson : Mrs Ruby Cheah - Asst. Hon. Treasurer
Secretary : Ms Patricia Ong - Finance Manager (17th November 2008)
: Ms Irene Tan - Accounts Executive (16th November 2008)
Members : Mrs Rose Ng - Hon. Treasurer
: Mr Ong Wee Gee - Member
: Ms Pauline Lim - Member (resigned 28th April 2009)
Ex-officio : Dr Chey Chor Khoon - Executive Director

The Finance Sub-Committee, formed in February 2004, was established to:

- develop and set up policies & procedures on accounting and financial controls;
- provide guidance and assistance in budgetary planning process & budgetary system and control;
- provide guidance on compliance with applicable statutory regulations and requirements of various regulatory and funding bodies in relation to financial matters;
- provide controllership, drive and guidance in centralization, integration, digitization and standardization of financial systems and controls across the various APSN Schools (“Schools”) and Centre for Adults (“CFA”);
- review, evaluate and advice on funding;
- provide guidance to Heads of APSN operating units in accounting and financial matters.

In compliance with the new Code of Governance implemented in 2008, an Investment Sub-Committee was set up in the year under review, as part of the existing Finance Sub-Committee, forming a new “Finance & Investment Sub-Committee”. A Terms of Reference was issued with the following objectives:

a) Support and proactively guide the APSN Executive Committee (“EXCO”) in fulfilling its obligations relating to the sourcing, assignment, training and development and retention of financial resources for APSN;
b) Provide advice and support for, and guide EXCO in financial and investment matters to ensure compliance with corporate governance and regulations and that APSN’s financial structure and management system supports the achievement of APSN’s strategic goals;
c) Maintain and ensure that APSN has effective financial resource strategies and financial management system including a reliable accounting system aimed at positioning itself as a prudent user of public funds;
d) Drive controllership and provide direction and guidance in setting up, implementing and maintaining robust systems, processes and controls.
that are effective in protecting the assets and resources of APSN, and regular monitoring of compliance matters and programmes;
e) Ensure the responsiveness and timeliness of financial and investment decisions with integrity and prudence.

The Sub-Committee held 5 meetings during the financial year ended 31st March 2009. The meetings were held from 6:00pm at APSN Tanglin School. The following meetings were held:

<table>
<thead>
<tr>
<th>Date</th>
<th>Main Subject(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7th November 2008</td>
<td>(1) Review Financial Result for half year ended 30th Sep 2008</td>
</tr>
<tr>
<td></td>
<td>(2) Review Budgets FY2009/2010 from Schools &amp; CFA</td>
</tr>
<tr>
<td>14th November 2008</td>
<td>(1) Budget FY2009/2010 presentation by School Principals &amp; CFA Head</td>
</tr>
<tr>
<td>5th January 2009</td>
<td>(1) Finalized Budget 2009/2010 for EXCO’s approval</td>
</tr>
<tr>
<td></td>
<td>(2) Review, amend and confirm Purchasing Policy</td>
</tr>
<tr>
<td></td>
<td>(2) Review, amend and confirm Investment Policy</td>
</tr>
<tr>
<td></td>
<td>(3) Review Multi-Disciplinary Support Unit (“MSU”)</td>
</tr>
<tr>
<td></td>
<td>Cost Allocation Procedure (effective FY2009/2010)</td>
</tr>
</tbody>
</table>

In summary, the Finance & Investment Sub-Committee has been proactively engaged in monitoring, review and implementation of a significant range of activities relating to compliance and controllership, and the effective and efficient use of APSN resources and facilities.

In the year under review, a new Finance Manager was hired in November 2008 to enhance the financial and accounting function and in response to compliance of the Code of Governance.

For the financial year ended 31st March 2009, the four Schools were able to operate within the grants from MOE and NCSS and donations from the public. In the case of CFA, grants from NCSS and MCYS and donations from the public continue to be insufficient to support the operations.

Mrs Ruby Cheah
Chairperson
Human Resource Sub-Committee

The APSN staff strength stands at 271 as of March 2009. The difficult economic conditions over the past year have slowed down the outflow of our officers, but we are cognizant that the only way to attract and retain good staff in the long run is through fair and progressive human resource practices.

Towards this end, the HR sub-committee has been working on reviewing and refining our human resource policies to ensure that APSN remains the choice employer for people seeking to work in the non-profit sector with special needs children. In the coming year, we also intend to step up engagement with staff to better understand their aspirations and developmental needs.

The committee would like to place on record our thanks to the firm foundations that the previous HR committee ably led by Betsy Lim built. We would also like to extend our appreciation to our HR manager Pearly Leong who left us in June 09 to pursue other career opportunities.

HR Sub-Committee Composition

Chairman: Mr. Anthony Tan
Members: Mrs. Ruby Cheah
          Ms. Amanda Chuan
          Mr. Dilip Kumar
          Dr. Dixie Tan
          Mr. Peter Tan
          Ms. Kristin Van Burm

Key HR Facts

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>APSN Staff Strength</td>
<td>217</td>
<td>271</td>
</tr>
<tr>
<td>Training Hours per staff</td>
<td>2.87</td>
<td>7.39</td>
</tr>
<tr>
<td>Turnover Rate</td>
<td>2.10%</td>
<td>2.03%</td>
</tr>
</tbody>
</table>

Mr Anthony Tan
Chairman
This is a new Sub-committee, with only three members: Mr Tan Ju Seng, Mr Chan Chee Kiong and myself. (The Executive Director of course is ex-officio).

The purpose of the Nominations Subcommittee is to ensure the recruitment of a steady flow of volunteers to fill the places we have on the Executive Committee and the other standing and sub-committees of the Association. It is also to ensure that the right people are made available for the various positions that we have, and generally to ensure that the overall APSN structure conforms to the tenets of good governance.

Through "Board Match" a programme initiated by the National Volunteer & Philanthropy Centre (NVPC) towards the end of 2007, we have recruited 11 new volunteers to serve on the various committees of our Association. Thus we have recruited Mr Anthony Tan and co-opted Mr Anselm Lopez, Dr Victor Tay and Mr Roger Tan to our Executive Committee. The same last-three named gentlemen have also been appointed to sit in on our Schools Management Committee as well as our Centre for Adults Management Committee. In addition Mr Alwin Woo is also on the CFA Management Committee and the Editorial Subcommittee; Mr Robin Chia, Mr Stephen Hindle and Mr Yogesh Lundia are on the Audit Subcommittee and Ms Amanda Chuan on the Human Resource sub-committee. Ms Pauline Lim who had joined us for just over a year on the Finance Subcommittee had left us recently because of domestic reasons. We are likely to have two more people helping us in Finance, Mr Royce Seah and Mr Robin Chia.

We are doing well with so many new recruits -- people who are professionally successful and who do not have any vested interests in volunteering their services. The role of "Board Match" has recently been taken over by MPI (Mentoring Partnership International), but this is still under the umbrella of NVPC. We are in close touch with MPI as we still need to recruit more people. At long last we have put into action (successfully this time) our plans for Board renewal and rejuvenation.

Our other categories of volunteers, such as the "Buddies Programme" are doing well too; they come under our Community Partnership Executive Ms Jennifer Lee. To all our volunteers, be they at the school or Association level, we are grateful for their contributions.

Dr Francis C. Chen
Chairman