Corporate Governance and Strategic Planning

Workshop on Leaders in Education and Training for Sustained Growth in Africa

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PRESENTATION OUTLINE

• ITE’s Roles & Accountability
• Governance Model
• Strategic Planning
ITE’s Roles & Accountability
INSTITUTE OF TECHNICAL EDUCATION

• Established as post-secondary education institution in 1992 [taking over the former Vocational & Industrial Training Board (VITB)]

• A Statutory Board (public organisation) under Ministry of Education (MOE)

• Governed by ITE Act 1992
ITE AS A POST-SECONDARY INSTITUTION

**MINISTRY OF EDUCATION**

**University**
- **Universities**
  - National University of Singapore
  - Nanyang Technological University
  - Singapore Management University

**Post-Secondary**
- **Junior Colleges**
  - GCE ‘A’ Level
  - (25%) 
- **Polytechnics**
  - Diploma
    - Nanyang
    - Ngee Ann
    - Republic
    - Singapore
    - Temasek
  - (40%)
- **Institute of Technical Education**
  - Higher Nitec
  - Master Nitec
  - Nitec
  - (25%)
  - (10%)

**Primary**
- **Secondary**
  - Secondary Express
    - (4 Years)
  - Secondary Normal Academic
    - (4/5 Years)
  - Secondary Normal Technical
    - (4 Years)

**Other Training Providers/Labour Market**

**Primary (6 Years)**
Chinese Title

ITE’S ROLES & FUNCTIONS

• **Full-Time Education** for post-secondary students as part of pre-employment training

• **Part-Time Education** for ITE graduates and other working adults to ensure “career relevance” in a fast-changing workplace

• **Industry-based Training** to meet industry’s needs through training partnerships and industry training schemes

• **Development of National-level Certifications and Standards** in various industry sectors to support global competitiveness of Singapore’s workforce
ITE’S ACCOUNTABILITY AND RESPONSIBILITY AS PUBLIC INSTITUTION

Key Stakeholder Groups:

- Ministry of Education (MOE)
- ITE Board of Governors (BOG)
- Ministry of Education (MOE)
- ITE Board of Governors (BOG)
- Industry
- Community (eg. parents, public)
- Customers (eg. students, adult learners and employers)
- Key Government Agencies (eg. Ministry of Manpower, Economic Development Board)
- Other Partners (eg. union, other training providers, trade associations)
Allocate Annual Operating Budget and Development Budget to ITE, based on student headcount.

Ministry of Education
moulding the future of our nation

Accountable for optimal use of Budget and achievement of Annual Targets and Desired Education Outcomes.
Governance Model
External Accountability
ITE’s interface with, and accountability to key external stakeholders:
- Ministry of Education (MOE)
- ITE Board of Governors (BOG) (Tripartite)

Internal Accountability
Roles and responsibilities, decision-making power and accountability between ITE BOG and Management, and HQ and Colleges

MOE
ITE BOG (Appointed by MOE)
Director & CEO of ITE
ITE HQ
ITE Colleges
EVOLUTION OF ITE’S CORPORATE GOVERNANCE

  - HQ and 10 training institutes
  - Centralised HQ Control
- **1998 – 2000**: Matrix Structure
  - "One ITE System, Three Colleges" Structure
  - HQ and three ITE Colleges
- **2001 – 2004**: Decentralised Network Structure
  - HQ and two ITE Networks (viz, ITE East and ITE West)
- **2005 onwards**: "One ITE System, Three Colleges” Structure
  - Greater College Autonomy

Towards greater responsiveness to stakeholders’ needs.
Key Driving Forces

- Economic and manpower strategies
- Education direction
- Changes in profile of students
- Public expectations
- Greater responsiveness and effective resource utilisation in public sector

Strategic Objectives

- Fulfill ITE’s educational mandate of providing relevant and holistic education
- Create and deliver the ‘best value’ in ITE’s education programmes

Primary Considerations for Governance Structure

- Value Creation & Control
- Autonomy & Accountability
- Healthy Competition & Collaboration

Desired Outcomes

1) Market-relevant, Enterprising and Adaptable Graduates for a Global Economy
2) Lifelong Learners for Lifelong Employability

Corporate Governance Structure

Key Driving Forces

- Economic and manpower strategies
- Education direction
- Changes in profile of students
- Public expectations
- Greater responsiveness and effective resource utilisation in public sector
PRINCIPAL CONSIDERATIONS

• **Value Creation & Control** – ensure consistently high standards, quality and ‘best value’

• **Autonomy & Accountability** – enhance responsiveness to fast-changing needs of customers and stakeholders, and be accountable of deliverables

• **Healthy Competition & Collaboration** – promote greater innovation and differentiation and ensure effective and efficient use of resources, and delivery of high quality academic programmes and services
CURRENT “ONE ITE SYSTEM, THREE COLLEGES” ORGANISATION STRUCTURE

1) Academic Council
2) Executive Committee
Organisational Excellence Steering Committee

Ministry of Education
ITE Board of Governors
Director & CEO
ITE Holdings
ITE Education Services Pte Ltd
Internal Audit

One ITE System (HQ)            Three Colleges

Deputy CEO (Academic)          Principal ITE College Central
Deputy CEO (Development)       Principal ITE College East
Deputy CEO (Industry)          Principal ITE College West
Curriculum & Educational Development
Educational Design & Technology
Registrar’s Office
Student Affairs
Campus Development & Estates
Finance
IT Services
Continuing Education & Training
Industry-based Training
Senior Div Director (Corporate Services)
Corporate Affairs
Human Resource
Administration
Student & Academic Services
Four Schools
School of Applied & Health Sciences
School of Business & Services
School of Engineering
School of Info-Communications Technology
"ONE ITE SYSTEM, THREE COLLEGES" MODEL

Legend
- ▲ ITE Headquarters
- ◈ ITE College East
- ◇ ITE College West
- ○ ITE College Central
- — MRT Route

College Development Plan
- Simei Ave (2005)
- Choa Chu Kang (2010)
- Ang Mo Kio Ave 5 (2012)
POLICY INTENT OF “ONE ITE SYSTEM, THREE COLLEGES”

• ITE Expansion and Campus Consolidation Plan announced by then Prime Minister at 2001 National Day Rally Speech:
  – Offer wider range of courses to provide opportunities for multi-disciplinary learning in a more vibrant campus environment

• “One ITE System” ensures a common operating framework and training system set by corporate HQ to ensure alignment at all levels

• “Three Colleges” will have greater autonomy and flexibility to pursue their College strategies and initiatives to build up their distinctive strengths and core competencies
New Elements/Features:

• Renaming of **ITE Training Campuses** to **ITE Colleges**
• Formulation of **Responsibility Markers for HQ**
• Introduction of an **Annual College Excellence Report** to strengthen accountability of Colleges
• Restructuring of ITE Colleges into **four Schools** - Engineering, Business, Applied & Health Sciences and Info-Communications Technology, to align with Singapore’s broad industry clusters
HQ RESPONSIBILITY MARKERS

**Academic**

1) National manpower planning and ITE’s overall training capacity
2) Skills standards, certifications and academic policies
3) Academic quality assurance system
4) Single ‘interface’ with key stakeholders and government agencies on national planning and other education and training policies

**Industry**

5) Industry-based training policies and programmes leading to ITE Certifications
6) Consultancy and training services policies and frameworks
Corporate & Development

7) Corporate strategic planning, targets setting and performance review
8) ITE-wide policies, fees and schemes of services
9) Corporate branding, publicity and image building of VTE
10) Overall infrastructure development, resource planning and allocation
11) ITE’s international development and relations
12) Total Organisational Excellence and Frameworks
## NICHE AREAS/SPECIALISATION BY COLLEGES

<table>
<thead>
<tr>
<th>College</th>
<th>Niche Areas</th>
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</thead>
</table>
| ITE College Central| ▪ Aerospace Technology  
                        ▪ Creative Media  
                        ▪ Wafer Fabrication                                                      |
| ITE College East   | ▪ Beauty and Wellness  
                        ▪ Chemical and Life Sciences  
                        ▪ Healthcare Services                                                     |
| ITE College West   | ▪ Automotive Technology  
                        ▪ Culinary and Hospitality  
                        ▪ Precision Engineering                                                   |
External & Internal Accountabilities
KEY EXTERNAL & INTERNAL COMMITTEES

ITE BOG’s Standing Committees (External)
1) Development Committee
2) Establishment Committee
3) Finance and Audit Committee

Other Standing Committees (External)
1) Six Academic Advisory Committees (AACs)
2) Technical Advisory and Certification Council (TACC)

Key Internal Decision-Making Committees
1) Academic Council (academic policies and issues)
2) Executive Committee (key corporate policies)
3) Organisational Excellence Steering Committee (organisational excellence and related policies)

Ministry of Education (MOE)
ITE Board of Governors
Director & CEO/ITE

Legend:

--- Reporting
---- Advisory

One ITE System (HQ)  Three Colleges

Deputy CEO (Academic)
Deputy CEO (Development)
Deputy CEO (Industry)
Senior Div Director (Corporate Services)
Principal ITE College Central
College Advisory Committee (CAC) Central
Principal ITE College East
College Advisory Committee (CAC) East
Principal ITE College West
College Advisory Committee (CAC) West
## EXTERNAL ACCOUNTABILITY

### ITE BOG’s Standing Committees (Chaired by a BOG Member)

<table>
<thead>
<tr>
<th>Committee</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Development Committee</td>
<td>Oversee major <strong>physical development projects</strong> and related functional norms and requirements</td>
</tr>
<tr>
<td>2) Establishment Committee</td>
<td>Oversee <strong>human resource policies</strong>, schemes, and terms and conditions of service for ITE staff</td>
</tr>
<tr>
<td>3) Finance &amp; Audit Committee</td>
<td>Oversee the administration of ITE assets and funds, approve all <strong>budgetary &amp; financial policies</strong> and advise on internal financial controls</td>
</tr>
</tbody>
</table>

### Academic Advisory Committees (AACs)

- Advise on industry trends and developments on training of skilled manpower, and identify new areas for training and certification for respective industry clusters

### Technical Advisory and Certification Council (TACC)

- Advise on the development of technical certifications, testing and skills standards for industry and approve industry-based certifications and skills standards
EXTERNAL ACCOUNTABILITY

Scope of Accountability
- ITE Annual Report
- ITE Annual Outputs, Outcomes & Targets
- Annual Budget, Development Plan & Proposal
- Major Policy Changes and Review (e.g. review of course fees, schemes of service)
- ITE-Quality Assurance Framework (I-QAF) Report (Five-yearly)

- Overall strategic direction, manpower planning, annual plan and targets
- ITE Annual Report & Audited Accounts
- Strategic & Corporate Work Plan & Performance Review / Scorecard
- Overall resource management

Legend:
- Reporting
- Advisory

ITE BOG’s Standing Committees
- Development Committee
- Establishment Committee
- Finance and Audit Committee

ITE Board of Governors (BOG)

Academic Advisory Committees
- Business & Services AAC
- Chemicals & Life Sciences AAC
- Electronics & Electrical AAC
- Engineering AAC
- Healthcare AAC
- InfoComm AAC

Director & CEO/ITE

Technical Advisory and Certification Council (TACC)
INTERNAL ACCOUNTABILITY

Key Internal Decision-Making Committees

- Academic Council
  (academic policies & issues)
- Executive Committee
  (key corporate policies)
- Organisational Excellence Steering Committee
  (organisational excellence and related policies)

Director & CEO/ITE

One ITE System
- Deputy CEO (Academic)
- Deputy CEO (Development)
- Deputy CEO (Industry)
- Senior Dir Director (Corporate Services)

Three Colleges
- Principal ITE College Central
- College Advisory Committee (CAC)
- Principal ITE College East
- College Advisory Committee (CAC)
- Principal ITE College West
- College Advisory Committee (CAC)

Legend:
- Reporting
- Advisory

College development and community linkages

Director & CEO/ITE

INTERNAL ACCOUNTABILITY

Corporation Governance & Strategic Planning

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INTERNAL ACCOUNTABILITY

**Areas/Scope of Accountability**

- ITE Annual Targets
- ITE Strategic Plan & Implementation
- Consolidated ITE Annual Report
- ITE Annual Corporate Work Plan & Performance Review
- Skills Standards for ITE Courses
- Corporate Organisational Excellence Staff Capability (eg. Total System Capability)
- Overall Resource Planning and Management

**Academic Council**

**Executive Committee**

**Organisational Excellence Steering Committee**

**Director & CEO/ITE**

- DCE (Academic)
- DCE (Development)
- DCE (Industry)
- SDD (Corporate Services)

**ITE HQ**

**Academic Council**

- DCE (Academic)
- DCE (Development)
- DCE (Industry)
- SDD (Corporate Services)

**Executive Committee**

- College Management Committees
- College Excellence Committees
- College Advisory Committees

**Organisational Excellence Steering Committee**

**Colleges**

- P/ITE College Central
- P/ITE College East
- P/ITE College West

**College Management Committees**

**College Excellence Committees**

**College Advisory Committees**

**Colleges**

- P/ITE College Central
- P/ITE College East
- P/ITE College West

**Annual College Year Book and Excellence Report**

- College strategic directions
- Annual College Work Plan and Performance Review/Scorecard
- College Organisational Excellence performance and outcomes
- Financial/Resource Management & Review
BENEFITS OF “ONE ITE SYSTEM, THREE COLLEGES” GOVERNANCE

Since implementation in 2005…

• Greater autonomy and differentiation in development of niche strengths and programmes of each College
• Enhanced delivery of consistently high standards and quality of ITE training programmes and certifications
• Enhanced accountability and outcome measurement (Annual College Report Card)
• Greater innovations of educational programmes and processes
• Enhanced efficiency and responsiveness
• Better internal comparisons and benchmarks
Globalised, Entrepreneurial, & Diversified Economy

Globalisation

Singapore’s Economic Strategy

Education Vision & Focus

Global Education Hub

Human Capital Development Strategy

Talent Capital

External Market & Industry Changes

New Technology & Market Frontiers

Changes within the Public Sector

First-Class Public Service for a Successful and Vibrant Singapore
KEY CHALLENGES

- **Relevance** - Staying relevant and nimble in changing globalised economy

- **Responsiveness** - Balancing diversified needs and rising expectations of different stakeholders and customers

- **Resilience** - Strengthening ITE's organisational capacity and total system capability towards excellence, enterprise and innovation
ALIGNED & INTEGRATED PLANNING FRAMEWORK

Key Strategic Challenges
1) Relevance
2) Responsiveness
3) Resilience

Leadership (with Consultation)

(A) Long-term Strategic Plan
- Mission, Vision, Values
- Goals, Strategies & Programmes

(B) Annual Corporate Work Plan
- Annual Corporate Theme
- Corporate Programmes & KPIs

(C) Annual Functional Plans

Corporate Budget Plan

Mid-term & Year-end Performance Review

Corporate Level

(D) Establishment / Individual Work Plan
- Programmes & KPIs / Targets

Establishment Budget Plan

Mid-term & Year-end Performance Reviews

Establishment / Individual Level

DEPLOYMENT

Leadership (with Consultation)

Refinement & Enhancement

1) Relevance
2) Responsiveness
3) Resilience

Corporate Governance & Strategic Planning
Long-term Planning
### ITE’S TRANSFORMATION JOURNEY

<table>
<thead>
<tr>
<th>OUR FOCUS</th>
<th>Established Post-Secondary Institution</th>
<th>World-Class Institution</th>
<th>A Global Leader in VTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Outreach</td>
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<tr>
<td>Strategic Partnerships</td>
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<td>Customer Focus</td>
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<tr>
<td>Systems &amp; Infrastructure Improvement</td>
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<tr>
<td>People Development</td>
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**Timeline:**
- **1992**
- **1995 - 1999**
- **2000 - 2004**
- **2005 - 2009**

- **ITE 2000 Plan (1st Wave)**
- **Breakthrough (2nd Wave)**
- **ITE Advantage (3rd Wave)**

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KEY PLANNING METHODOLOGIES

- Environmental Scanning – PETS (Political, Economic, Technological & Socio-cultural) Analysis
- Internal Analysis - SWOT (Strengths, Weaknesses, Opportunities & Threats) & Customer Analyses
- Adoption of Balanced Scorecard Methodology - ITE Corporate Scorecard
- Regular Surveys, Comparative and Benchmarking Studies
LONG-TERM STRATEGIC PLANNING CYCLE

(External Orientation)

1) Environmental Scanning
   - PETS Analysis
   - SWOT Analysis

(Consultative Approach)

2) Inputs Gathering From:
   - Board of Governors (BOG)
   - Staff
   - Stakeholders

3) Review & Formulation
   - Mission, Vision, Values (MVV)
   - Goals / Strategies / Programmes

4) Implementation & Resource Planning
   - Scorecard
   - Implementation Schedule & Key Milestones

5) Finalisation and Approval
   - Approval by BOG
   - Further Refinements

6) Communication
   - Staff
   - Stakeholders & Customers
   - Public / Media

7) Implementation & Monitoring
   Monitoring of Action Plans

(Customer-focused)

Focus Groups / Review with Key Stakeholders & Customers
Short-term Planning
MEASURING CORPORATE PERFORMANCE

Key Considerations:

• Alignment with ITE Mission, Vision and Values

• Meet Strategic Objectives and Desired Education Outcomes:
  - For Ministry of Education
  - For ITE Board of Governors
## PERFORMANCE MEASUREMENT FRAMEWORK

<table>
<thead>
<tr>
<th>Level</th>
<th>Measurement Instruments</th>
<th>Measurement Dimensions</th>
<th>Frequency</th>
<th>Review Platform</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Level</strong></td>
<td>• ITE Strategic Work Plan &amp; Scorecard</td>
<td>• Strategic Programmes&lt;br&gt; • Strategic Performance Indicators (SPIs)&lt;br&gt; • Key Performance Indicators (KPIs)</td>
<td>Half-yearly / Yearly</td>
<td>• ITE BOG&lt;br&gt; • Annual Corporate Review Forum</td>
</tr>
<tr>
<td></td>
<td>• Corporate Work Plan &amp; Scorecard</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>HQ Establishment Level</strong></td>
<td>Establishment Work Plan &amp; Scorecard</td>
<td>• Programmes&lt;br&gt; • KPIs</td>
<td>Yearly</td>
<td>• Establishment Review Forum</td>
</tr>
<tr>
<td><strong>College Level</strong></td>
<td>College Excellence Report</td>
<td>• Principal's Statement&lt;br&gt; • KPIs&lt;br&gt; • Strategic Developments</td>
<td>Yearly</td>
<td>• College Review Forum</td>
</tr>
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</table>
KEY DELIVERABLES OF PLANNING PROCESS

Long-term Planning

- 5-year Strategic Plan
- Mid-term and Annual Reviews

Short-term Planning

- Annual Corporate Work Plans and Performance Reviews
- Mid-term and Annual Reviews
- Annual Strategic Review Workshops and Corporate Work Plan Seminars
- College Excellence Reports
- Corporate Highlights for Communication to Stakeholders
KEY LEARNING POINTS

- External Orientation & Customer-focused - *Relevance*

- Extensive Engagement of Stakeholders & Staff - *Responsiveness*

- Alignment & Cascading

- Tracking & Monitoring

\[ \text{Resilience} \]
Thank You

IT IS A JOURNEY THAT NEVER ENDS...

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