



An Institute of

The background of the cover features a blue-tinted profile of a woman's head facing right. Overlaid on her head is a complex network of white lines and nodes, with several circular icons containing symbols like a Wi-Fi signal, a house, and a laptop. In the lower-left background, a city skyline with illuminated buildings is visible.

# 2022 NIE STRATEGIC VISION

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A FUTURE-READY NATIONAL INSTITUTE OF EDUCATION

# DIRECTOR'S MESSAGE



**The NIE Strategic Vision 2022 (“NIE 2022”)** is the culmination of a three-year strategy development and stakeholder engagement process. With the theme, **“A Future-Ready National Institute of Education,”** the new NIE 2022 highlights the Institute’s aim to be a leader of the future of education in Singapore and internationally.

**A**s Singapore’s national institute for teacher education and only institute for teacher accreditation, NIE’s mission is to inspire learning, transform teaching and advance research in education.

NIE focuses on delivering future-ready programmes and pedagogies underpinned by a “life-long, life-deep, life-wide and life-wise” philosophy. The Institute also strives to lead innovations in pedagogies and in the development and design of learning technologies.

To meet the life-long learning needs of in-service teachers, educators and other professionals, NIE offers flexible and rigorous professional learning courses and modules that are stackable towards advanced diplomas and higher degrees.

Research at NIE helps to inform education policy and contributes to the enhancement of learning and teaching within NIE and in the schools. The notion of purposeful learning frames research at NIE and shifts the emphasis away from learning for preparation or performance to learning for passion and interest.

NIE continues to establish, extend and deepen collaborations and impact with key stakeholders and strategic partners. Through evidence-informed programmes designed in collaboration with the Singapore Ministry of Education and delivered by expert teacher educators, NIE makes a positive impact on the quality of the teaching profession and teaching practices that in turn enhance the quality of learning in our schools.

Last but not least, NIE endeavours to build an adaptable, professional and service-oriented institutional core of faculty and staff with a trust-based culture and a solutions mindset.

I am confident that NIE 2022 will focus our efforts towards taking the Institution to greater heights in the coming years and make us ready to embrace future opportunities and challenges.

**Professor Christine Goh**  
NIE Director



# NIE VISION

An Institute of Distinction: Leading the Future of Education

# NIE MISSION

Inspiring Learning, Transforming Teaching, Advancing Research

## TOWARDS A FUTURE-READY LEARNER'S AGENDA

Preparing for Life through Purposeful Learning (and not just for Performance)

### Joy of Learning

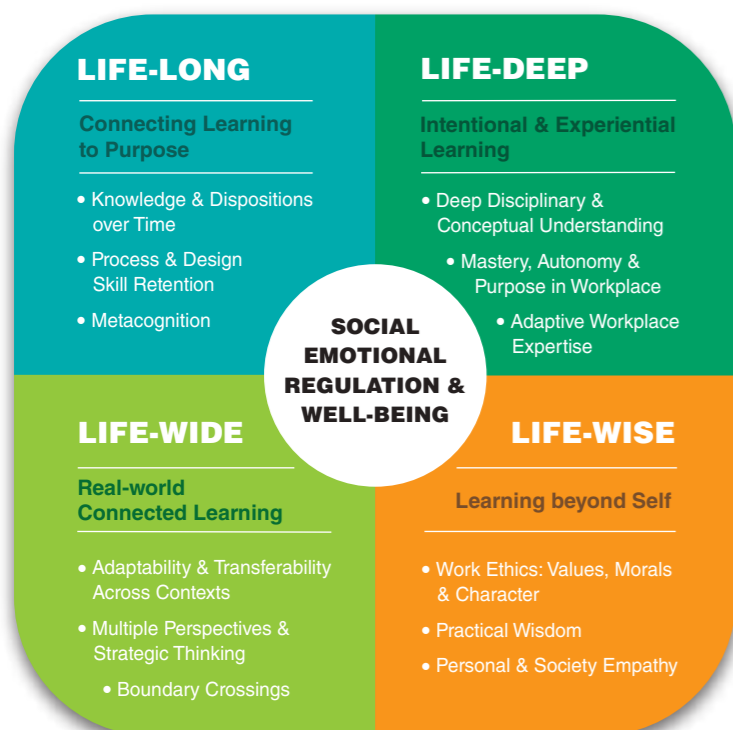
Life-long learning dispositions, Life-deep learning expertise, Life-wide interests

### Entrepreneurial Dare

Life-deep expertise and mastery, Life-wide boundary crossing

### Social Cohesion

Life-wise virtues, Life-long character dispositions, Life-wide cultural appreciation



## PROGRAMMES & RESEARCH

### Developing “life-long, life-deep, life-wide and life-wise” programmes and pedagogies

- Inspire joy for learning from “cradle to grave” & cater to evolving learner needs from early childhood to senior adulthood
- Develop curiosity, capacity and values, e.g., empathy, to acquire both disciplinary depth and multiple perspectives, e.g., information and digital literacies
- Acquire key critical capabilities for success grounded by positive values and virtues
- Allow for flexibility in both structure and assessment in our programmes & curriculum

### Leading and exemplifying learning technologies and innovations in pedagogies

- Promote adoption of innovative mindsets and practices in teaching and learning NIE-wide
- Optimise recent investments on innovative learning infrastructure
- Develop and showcase our expertise and capacity to exemplify how the latest learning pedagogies, technology and spaces may be used to enhance life-long learning outcomes

### Developing an overarching institutional research strategy and strengthening the research-practice nexus

- Facilitate and encourage research across NIE with visible current and future impact on programmes, pedagogies and policy
- Identify key research priorities spanning the spectrum of life-long learning across disciplines and establish institute-wide support structures for these priorities
- Enhance translation of NIE research outcomes



## PARTNERSHIPS & NETWORKS

### Boosting the visibility of NIE's strengths and achievements through our key stakeholders such as MOE and NTU

- Strengthen relevance and contribution to MOE and Singapore education
- Strengthen identity with NTU and sharpen NTU-NIE branding
- Encourage more active participation and involvement in NTU activities, committees and boards
- Encourage more cross-disciplinary collaborations with other NTU schools and faculty

### Deepening affiliations with both regional and international partners

- Boost the visibility of our strengths and achievements (e.g., through hosting more regional and international conferences, think-tanks and summer programmes)
- Develop meaningful strategic collaborations, as well as deepen existing tie-ups
- Align with key research priorities across disciplines
- Leverage unique value propositions of the NIE learner experience

### Strengthening alumni relations toward a life-long NIE affiliation

- Cultivate life-long ambassadors and partners for NIE
- Build and maintain positive relations with students, faculty and staff from the moment they enter NIE
- Maintain strong links with international participants of our programmes
- Review current organisational need for a dedicated alumni relations function



## PEOPLE & INSTITUTIONAL CAPACITY

### Developing a culture of trust and a growth-and-solutions mindset to support NIE's mission

- Focus on building trust through strengthening feedback channels, and cultivating a growth-and-solutions mindset in our daily work
- Encourage more innovative and entrepreneurial mindsets and practices
- Formalise an effective mechanism for business scanning and planning
- Enhance our mechanisms for feedback and internal communications
- Empower faculty and staff to be community builders

### Investing in faculty and staff professional development and developing enablers for talent attraction

- Establish a more structured mechanism for in-house staff and faculty professional development
- Enhance monitoring processes and initiatives
- Enhance efficiency and effectiveness of strategic faculty and staff recruitment for capacity building in key priority areas

### Bolstering support and structures for programmes, research and administrative excellence

- Review and enhance our administrative and support structures and processes for even higher efficiency and productivity
- Smart & green campus - dovetail with NTU efforts, make effective use of technological affordances to minimise process redundancies and adopt more eco-friendly solutions

# NIE 2022 DEVELOPMENT & IMPLEMENTATION MILESTONES



**Current State Assessment**

- ✓ Department Progress Reports
- ✓ Academic Group Quality Review Reports
- ✓ Environment Scans & Analyses

**Pre-Development Stakeholder Engagement**

- ✓ Stakeholder Inputs Study (Focus Group Discussions + In-Depth Interviews)

**Launch & Communication**

- ✓ Publication of approved NIE Strategic Vision 2022 & Launch by Director at Director's Address 2018
- ✓ Sharing Sessions with Academic Groups and Offices
- ✓ Setting up of Implementation Committees

**Implementation**

**2019**

**2020**

**2021**

**Visible Outcomes**

**Implementation**

**Transfer Oversight to Process Owners**

**DSM Endorsement**

- ✓ Presentations to Director's Strategic Review & Development Meeting
- ✓ **Final Stage Co-Creation with NIE 2022 Special Committee**
- ✓ Final Endorsement by Director's Strategic Review & Development Meeting
- ✓ Sign-off by Director

**Visualise & Craft New Strategic Plan**

- ✓ Senior Leadership Strategic Planning Retreats
- ✓ Annual Leadership Retreat
- ✓ Envisioning by Strategic Taskforces
- ✓ Drafting of Strategic Vision