



Curriculum

With Vision, Heart and Grace ~  
Leading a Future-ready Institute of Education

*NIE from 2018 to 2024*



# Preface

Produced in celebration of NIE's 75<sup>th</sup> anniversary,  
this book encapsulates the growth in impact and achievements of the  
National Institute of Education, Singapore  
during Professor Christine Goh's appointment as NIE Director from 2018 to 2024.

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“Since I took up the position on 1 July 2018, every day has been a reason for thanksgiving.”

*Professor Christine Goh*

## Message

*“It has been a privilege for me to serve as NIE Director and I am proud to be a part of the rich history and legacy of NIE Singapore. On NIE’s 75<sup>th</sup> anniversary, I wish NIE endless seasons of fruitfulness in inspiring learning, transforming teaching and advancing research.*

*I wish NIE continuous impact in Singapore and the world through academic and research excellence in all the disciplines that our departments and research centres represent. I wish NIE solidarity and steadfastness regardless of what the future holds.*

*May successive generations of leaders, faculty and staff members be always committed to preserving our culture of care for one another and for our students, so as to honour our role as a national institution for education, where people are at the heart of what we do.”*

**Professor Christine Goh**

*Professor, National Institute of Education - English Language & Literature  
President’s Chair in Education (Linguistics & Language Education)*

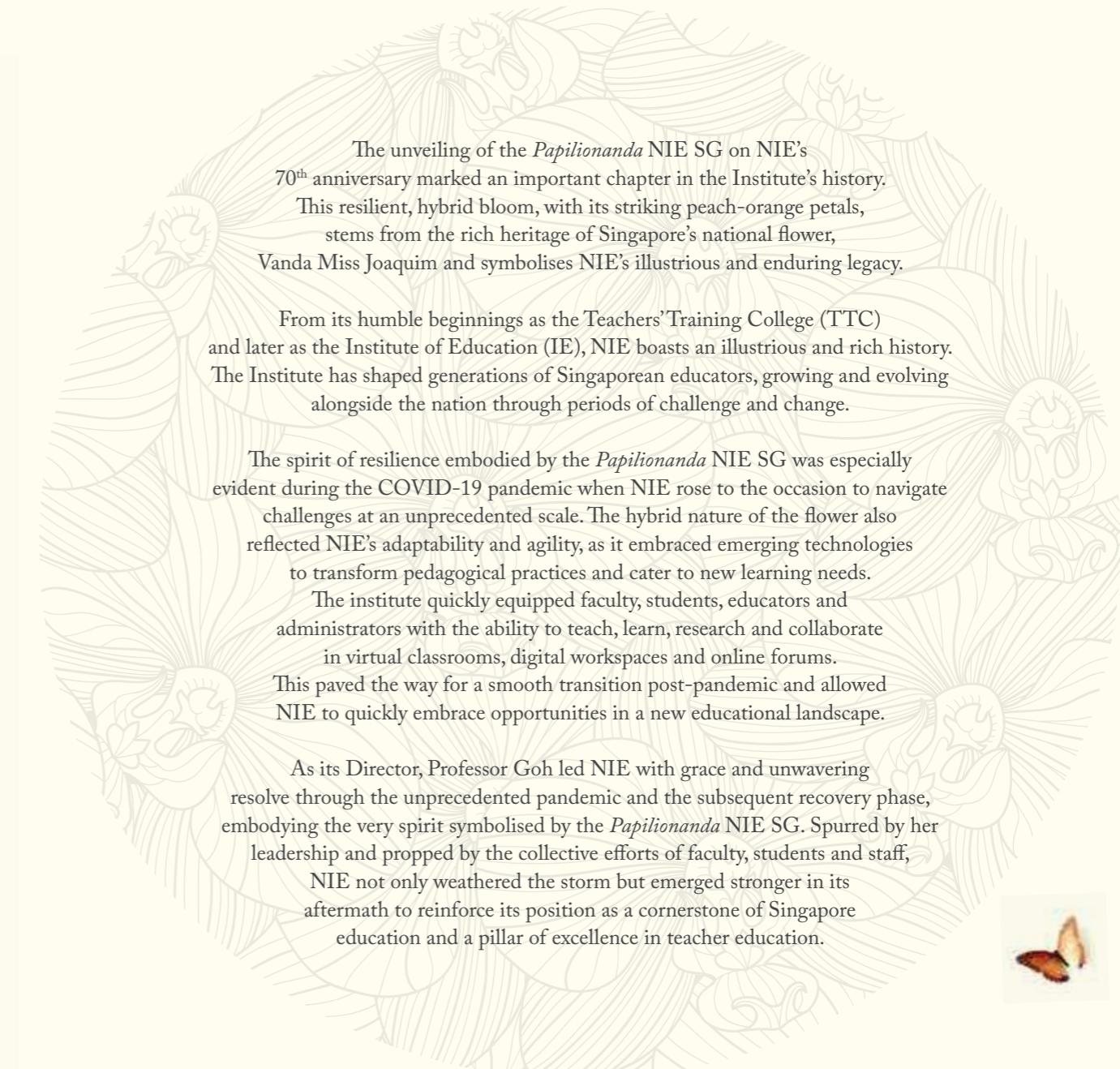
# Transformation, Growth & Sustainability



## Of Strength, Beauty and Legacy ~ Unveiling the NIE Orchid



*Papilionanda NIE SG*



The unveiling of the *Papilionanda NIE SG* on NIE's 70<sup>th</sup> anniversary marked an important chapter in the Institute's history. This resilient, hybrid bloom, with its striking peach-orange petals, stems from the rich heritage of Singapore's national flower, Vanda Miss Joaquim and symbolises NIE's illustrious and enduring legacy.

From its humble beginnings as the Teachers' Training College (TTC) and later as the Institute of Education (IE), NIE boasts an illustrious and rich history. The Institute has shaped generations of Singaporean educators, growing and evolving alongside the nation through periods of challenge and change.

The spirit of resilience embodied by the *Papilionanda NIE SG* was especially evident during the COVID-19 pandemic when NIE rose to the occasion to navigate challenges at an unprecedented scale. The hybrid nature of the flower also reflected NIE's adaptability and agility, as it embraced emerging technologies to transform pedagogical practices and cater to new learning needs.

The institute quickly equipped faculty, students, educators and administrators with the ability to teach, learn, research and collaborate in virtual classrooms, digital workspaces and online forums. This paved the way for a smooth transition post-pandemic and allowed NIE to quickly embrace opportunities in a new educational landscape.

As its Director, Professor Goh led NIE with grace and unwavering resolve through the unprecedented pandemic and the subsequent recovery phase, embodying the very spirit symbolised by the *Papilionanda NIE SG*. Spurred by her leadership and propped by the collective efforts of faculty, students and staff,

NIE not only weathered the storm but emerged stronger in its aftermath to reinforce its position as a cornerstone of Singapore education and a pillar of excellence in teacher education.

## A Future-ready National Institute of Education ~ Implementing NIE 2022 and NIE 2025

On 27 August 2018, at her inaugural NIE Director's Address, Professor Goh unveiled the renewed NIE Vision and NIE Mission statements as well as the NIE Strategic Vision 2022 ("NIE 2022"), the institute's five-year strategic directions for the academic years 2018/19 to 2022/23.

Updated after consultation with strategic taskforces and special committees comprising faculty, students and staff members, the renewed NIE Vision and NIE

Mission statements reflected the institute's commitment towards maintaining its responsiveness, relevance and resilience in the evolving global landscape.

With the theme "A Future-ready National Institute of Education", NIE 2022 focused on delivering future-ready programmes and pedagogies underpinned by a "life-long, life-deep, life-wide and life-wise" ("4-Life") philosophy. It drove research that helped to inform education policy, contributing to the



Professor Goh unveiling the NIE 2025 Strategic Vision at the NIE Director's Address in 2023.

enhancement of learning and teaching within NIE and in MOE schools. Strengthening partnerships and networks was highlighted as a critical strategic area that would enable NIE to bolster its impact in Singapore, the region and globally. The institute was spurred to develop an adaptable and service-oriented core of education and administrative professionals with a trust-based culture and a growth-and-solutions mindset.

At her NIE Director's Address in 2023, Professor Goh launched the NIE Strategic Vision 2025 ("NIE 2025"), a three-year extension of NIE 2022. With

### Under NIE 2022 and NIE 2025, the institute

- Refreshed its globally recognised teacher education model for the 21<sup>st</sup> Century (renamed "TE21: Empowering Teachers for the Future")
- Repositioned its degrees into double major programmes (Academic Discipline and Education)
- Launched the SkillsFuture for Educators initiative in partnership with the Singapore Ministry of Education (MOE)
- Identified and implemented five multidisciplinary strategic growth areas ("LIFE@NIE SG® SGAs") under the "Learning Initiatives for the Future of Education" or LIFE@NIE SG®, setting up NIE-level centres and initiatives for these SGAs and an NIE sustainability plan
- Launched the Education Research Funding Programme (ERFP) fifth tranche
- Published an NIE definition and policy for blended learning
- Introduced new named professorships including the Lee Sing Kong Professorship in Early Childhood Education and the Lien Ying Chow Professorship in Education
- Established the NTU-NIE Alumni Association (AA)
- Embarked on an institute-level organisation review that led to the establishment of the Office for Research and Chief Officer positions in the NIE Director's Office focusing on strengthening strategic partnerships and innovations in learning, among other changes
- Introduced the NIE Leadership Excellence and Advancement Programme (LEAP)
- Established a new faculty mentoring framework
- Launched the multi-year Technology Roadmap for the Future of Education (TRFE)
- Embarked on an NIE-wide campus refresh project that would see the renewal and enhancement of the overall campus as well as innovative teaching and learning spaces over the immediate few years

the theme, "A Future-ready' NIE: Transformation, Growth and Sustainability", NIE 2025 focused on continued excellence as well as transformation and growth in the strategic areas of "Programmes & Research", "Partnerships & Networks" and "People & Institutional Capacity". It contained a key thrust to boost the institute's reputation and engagement efforts with the aim to strengthen NIE's position as a leader of the future of education. It also included a thrust towards sustainability in education and environmental sustainability on campus.



“Reflecting on the six years in this role, my heart is filled with deep gratitude and immense pride. Gratitude in the way we have been preserved as an institution and a community despite the many challenges we experienced individually and collectively.

Pride in the way NIE has strengthened our impact on education and society through our excellent teaching, rigorous research and dedicated service.”

*Professor Christine Goh*

# Programmes & Research



## Empowering Educators & Learners for the Future

### Life-long, Life-deep, Life-wide & Life-wise

Under Professor Goh's leadership, NIE saw transformational growth and achievements in its programmes and research capabilities. A pivotal moment came in 2018 with the launch of the "life-long, life-deep, life-wide and life-wise" ("4-Life") learning philosophy, aligning with the nationwide "Learn for Life" movement. It is an approach to education that emphasises lifelong learning and serves as a foundation for the institute's transformative pedagogical strategies and programme innovations aimed at preparing learners for life through purposeful learning.

During this time, NIE launched *TE<sup>21</sup>: Empowering Teachers for the Future*, an update of its globally

recognised *Teacher Education Model for the 21<sup>st</sup> Century* ("TE<sup>21</sup>") first published in 2012. The refreshed TE<sup>21</sup> equips aspiring and serving teachers with an enhanced repertoire of skills and knowledge mediated by strong values. It prepares them to meet the new and future demands of the Singapore education system.

At the same time, NIE defined the archetype of a future-ready teacher in consultation with the Singapore Ministry of Education (MOE). It outlined a set of core values and competencies essential for the 21<sup>st</sup> Century education system. These included life-long learning, adaptability, openness, influence and collaboration.



"Our 2022 strategic goal is to be a future-ready institution, but we are navigating a future that has been disrupted beyond imagination in just a matter of months.

How can NIE grasp the opportunities to be truly future-ready and fulfil our mission?

What does education and education of teachers mean to us?

What will new models of teaching and working be like?

How will our students and course participants learn differently?

What should our programmes prioritise?

These are just some questions I ask myself. NIE will be different. It will have to be different. I hope we can have a conversation about this."

*Excerpt from Professor Christine Goh's email to the NIE community in May 2020*

“...ideas have emerged for NIE research to answer new questions about teaching and learning, and address the purposes and challenges of education in light of the issues that came to the fore as a result of the current pandemic. A concerted effort is also being made in NIE to support wider social science and humanities research.

Technology is set to take on a much bigger role in the things we do. We will enhance NIE’s capability to offer system and professional support to take all our work to a higher level. As a longer-term plan, the NIE AI for Education task force and working committee will also help to chart new directions for NIE to utilise AI capabilities for education and research.

So, as we plan for the coming months, let us continue to be patient and remain hopeful. At the same time let us continue to enrich our own lives so that we can bring new knowledge, skills and insights into the future that awaits us.”

*Excerpt from Professor Christine Goh’s email to the NIE community in May 2020*



In 2020, NIE partnered with MOE to launch the SkillsFuture for Educators initiative ("SFEd") in tandem with the national SkillsFuture movement. A first-of-its-kind initiative, SFEd aimed to elevate the competencies of educators through ongoing structured professional development in areas such as Differentiated Instruction, e-Pedagogy and Special Educational Needs, ensuring that Singapore teachers are well-equipped to respond to the continually evolving educational landscape.



To reflect their academic rigour, the NIE BA/BSc (Education) programmes were repositioned as double major programmes. The inaugural Bachelor of Arts/Bachelor of Science with majors in an Academic Discipline and in Education degrees were conferred on the graduating cohort in July 2023.



Guest-of-Honour Dr Maliki Osman (centre) and Ms Liew Wei Li, Director-General of Education (in white) with Professor Liu Woon Chia and award recipients from the graduating cohort at the NIE Teachers' Investiture Ceremony in 2023.



## Leading Transformative Pedagogies and Practices

A proliferation of pedagogical innovations leveraging emerging technologies and digitalisation enabled NIE to strengthen its position as a leader in education in Singapore and globally. The institute has continued to exemplify how the latest learning pedagogies, technology and spaces may be used to enhance life-long learning outcomes.

In 2021, a new Blended Learning@NIE policy was introduced, ensuring that every course included blended learning elements and online components. The

following year saw the institute partnering with NTU and Marshall Cavendish Education to release bite-sized online learning courses for educators in an increasingly digitalised environment.

By harnessing artificial intelligence, science of learning and data-informed learning analytics among other innovations, NIE is keeping pace with global needs and practices as the education environment continues to evolve.



“Prof Christine Goh has always demonstrated her deep appreciation for the work undertaken by the NIE Library. Her commitment to listening and championing the importance of purpose and meaning in our work is truly inspiring, and she often reminds me of the importance of aligning our efforts with NIE’s mission to touch lives through education.

One memorable moment was during the LIBBytes launch, when Prof Goh showed tremendous support by trying the VR equipment, despite her previous experience with vertigo.

What stood out to me most was her willingness to let the students use the more advanced VR unit while she chose to support us by trying out a more basic model. This thoughtful gesture reflects her profound care and love for our students and her willingness to go above and beyond to encourage their learning.”

*Jacky Wong Kae Perng  
Chief Librarian, LIBRIS, NIE*



## Strengthening the Research-Practice-Policy Nexus

The flourishing of NIE research during this period saw the institute secure its fourth and fifth tranches of funds under the MOE Education Research Funding Programme (ERFP) to advance education research and innovation by institutions of higher learning.

In the ERFP fourth tranche, research collaborations with MOE and schools grew by over 60%. In the fifth tranche, NIE expanded its impact by encouraging efforts to design, develop and implement strategic, evidence-based, collaborative, scientifically rigorous and outcomes-focused innovations in schools and classrooms.

With Professor Goh at its helm, NIE boosted its external research funding from diverse sources, encouraging inter- and multidisciplinary research,

collaborations and activities with impact on programmes, pedagogies and policy. As NIE bolstered its thought leadership in new and critical areas such as science of learning, green science and human health and potential, total research funding doubled between 2019 and 2024, with significant growth in both ERFP and non-ERFP grants.

The NIE NEXUS Award was inaugurated and presented by Professor Goh at the NIE Director's Address in September 2020. The award recognises individuals or teams in NIE who have achieved outstanding collaboration in research. Its aims to foster collaborative synergies and build capacity in niche research areas across different academic groups and research centres.



“NIE has come a long way, we are no longer a teaching college, we have a very important role in carrying out our education research as well as in continually innovating the way we teach.”

*Professor Christine Goh*



# Harnessing NIE's Evergreen Strengths, Distinctive Capabilities and Growth Areas

## Learning Initiatives for the Future of Education

As new technologies and innovations emerged over the years, Professor Goh astutely steered NIE into exploring new strategic growth areas and incorporating them into its programmes, research, partnerships and organisational practices. The aim was to strengthen the Institute's capability and capacity to lead the future of education over the next decade.

On 17 September 2020, at her third NIE Director's Address, Professor Goh officially introduced the 'Learning Initiatives for the Future of Education at the National Institute of Education Singapore' or LIFE@NIE SG®. Developed upon the foundations of NIE philosophies since its establishment in 1991, namely i) values-driven paradigm; ii) responsiveness,

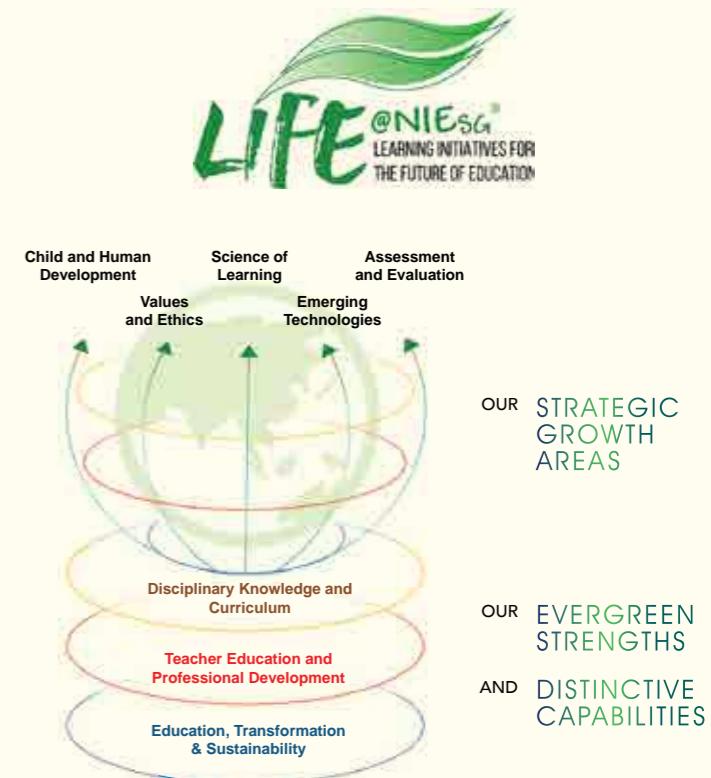
relevance, rigour; and iii) future-orientation, LIFE@NIE SG® comprises a set of institute-level key priority areas and initiatives that serve to create knowledge and advance research across disciplines, enabling NIE to strengthen its global thought-leadership and impact.

As part of LIFE@NIE SG®, the following NIE- and department-level research centres and key initiatives were established:

- Science of Learning in Education Centre (SoLEC) in 2021
- Artificial Intelligence (AI) @ NIE in 2022
- Centre for Assessment and Evaluation (CAE) in 2022
- Sustainability Learning Lab in 2022
- Singapore Centre for Character and Citizenship Education (SCCCE) in 2023

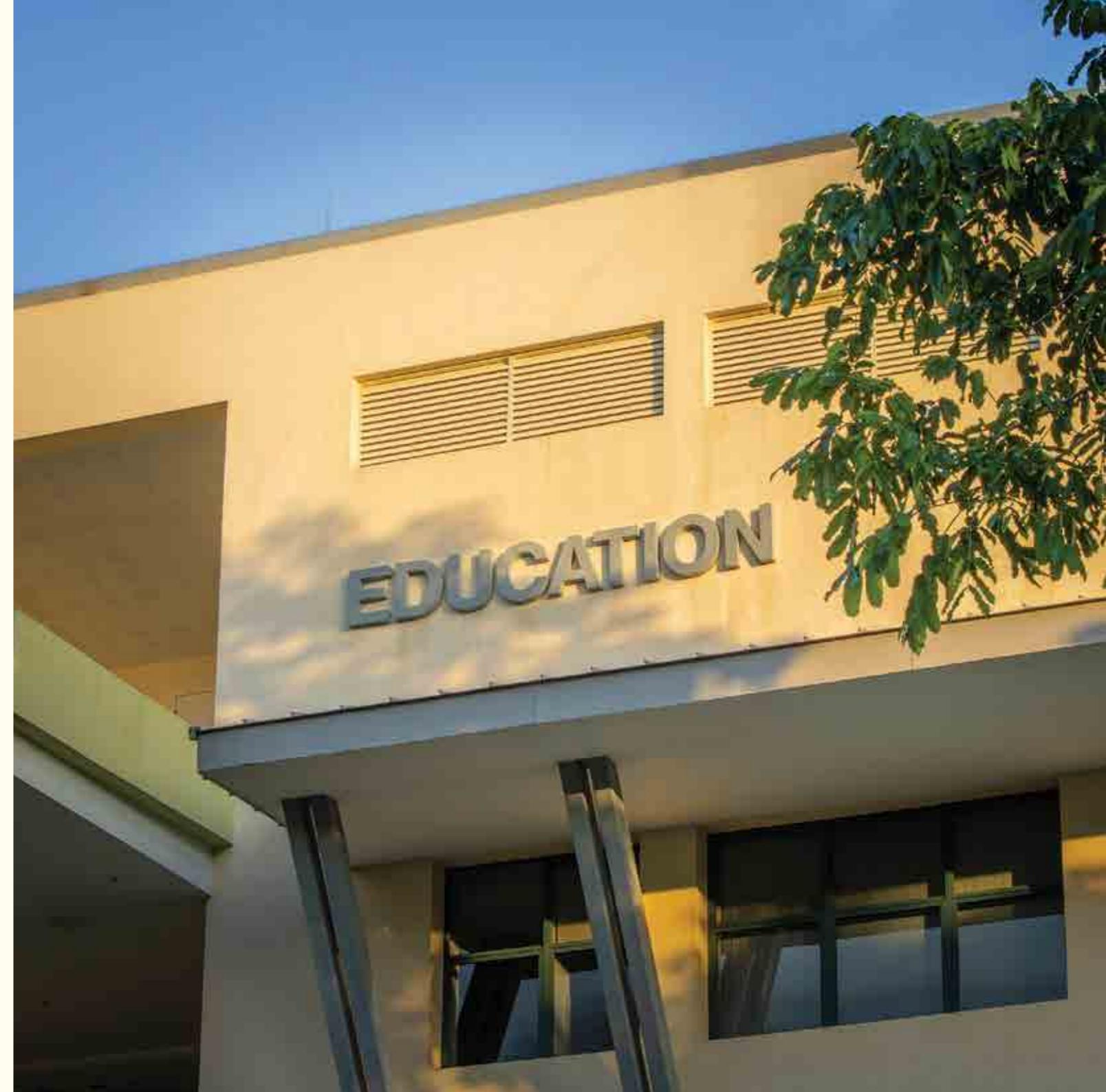


Professor Goh (second from left) with Professor Chang Chew Hung (left), Dr Tricia Seow (second from right) and Associate Professor Diganta Das at the launch of the SLL (2022).



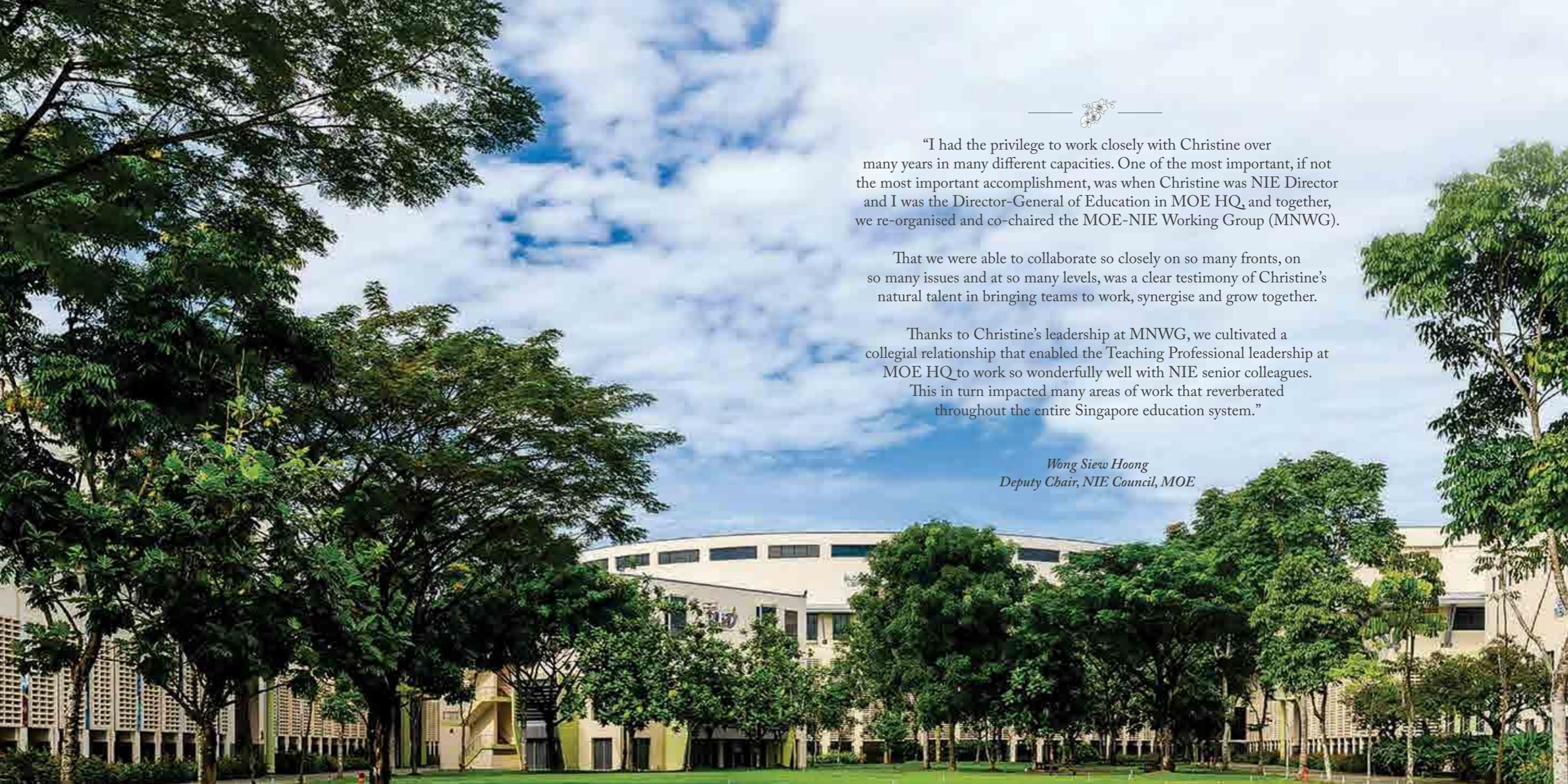
The five strategic growth areas and three evergreen strengths of the LIFE@NIE SG® initiative

The Multi-Centric Education, Research and Industry STEM Education Research Centre (meriSTEM@NIE) was founded in 2018 to boost knowledge, partnerships and research in the Science, Technology, Engineering and Mathematics disciplines, an internationally recognised strength of both NIE and Singapore education.



# Partnerships & Networks





“I had the privilege to work closely with Christine over many years in many different capacities. One of the most important, if not the most important accomplishment, was when Christine was NIE Director and I was the Director-General of Education in MOE HQ, and together, we re-organised and co-chaired the MOE-NIE Working Group (MNWG).

That we were able to collaborate so closely on so many fronts, on so many issues and at so many levels, was a clear testimony of Christine’s natural talent in bringing teams to work, synergise and grow together.

Thanks to Christine’s leadership at MNWG, we cultivated a collegial relationship that enabled the Teaching Professional leadership at MOE HQ to work so wonderfully well with NIE senior colleagues.

This in turn impacted many areas of work that reverberated throughout the entire Singapore education system.”

*Wong Siew Hoong  
Deputy Chair, NIE Council, MOE*

## Boosting NIE's Influence, Impact and Visibility

### Rising Global Reputation and Rankings

Throughout the course of Professor Goh's six-year tenure, NIE forged valuable connections and enhanced its research output, resulting in a steady rise in global rankings within the education field. This upward trajectory in global standings was evidence of NIE's burgeoning research excellence and international reputation among academics, education leaders and employers.



In the QS World University Rankings by Subject, NIE-NTU Singapore advanced from the 15<sup>th</sup> position in 2019 to 10<sup>th</sup> in 2024 for 'Education and Training'. In the Times Higher Education World University Rankings by Subject, it soared over 30 spots from 46<sup>th</sup> in 2019 to 14<sup>th</sup> in 2024 for 'Education Studies'.

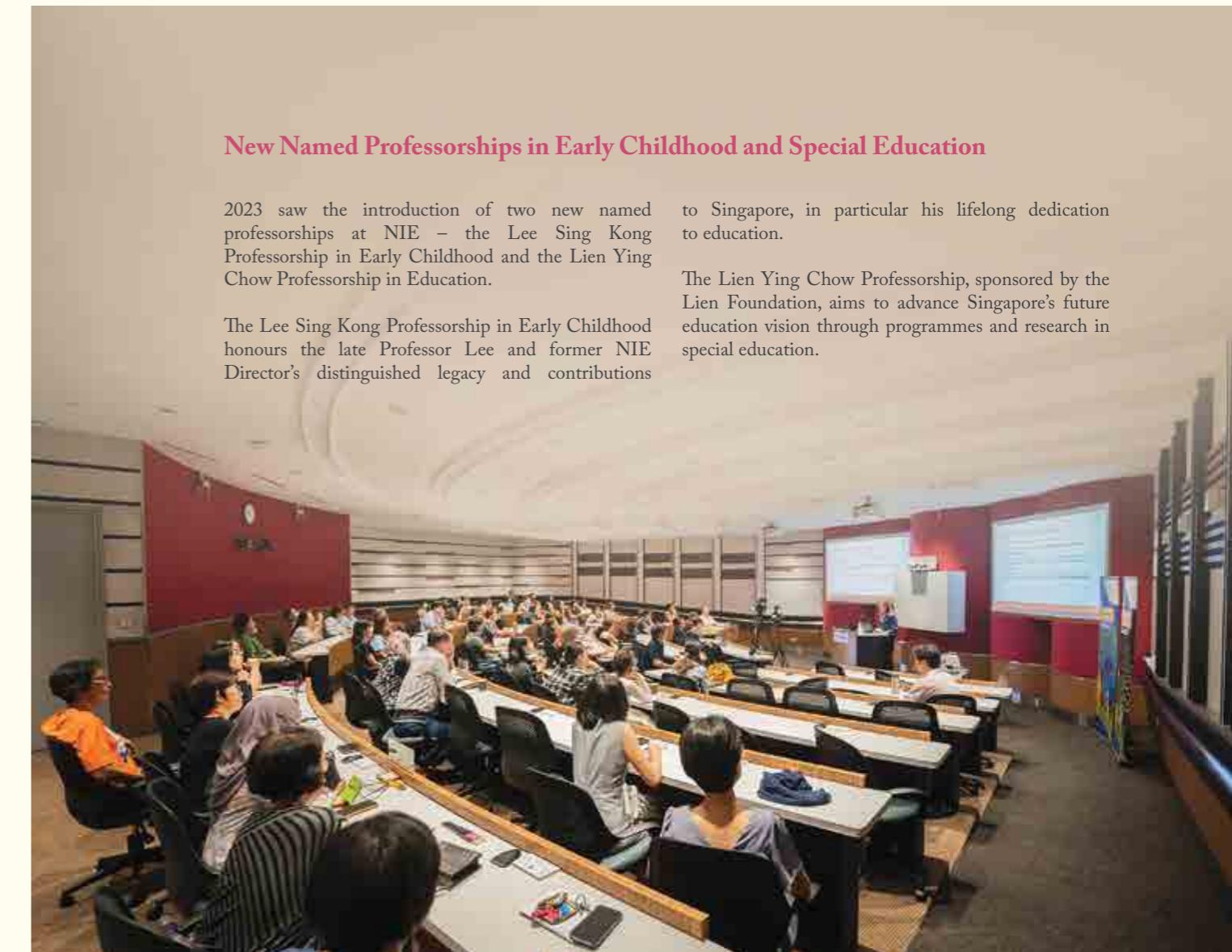
### New Named Professorships in Early Childhood and Special Education

2023 saw the introduction of two new named professorships at NIE – the Lee Sing Kong Professorship in Early Childhood and the Lien Ying Chow Professorship in Education.

The Lee Sing Kong Professorship in Early Childhood honours the late Professor Lee and former NIE Director's distinguished legacy and contributions

to Singapore, in particular his lifelong dedication to education.

The Lien Ying Chow Professorship, sponsored by the Lien Foundation, aims to advance Singapore's future education vision through programmes and research in special education.



## Growth in Conferences, Seminars and Events

During Professor Goh's tenure as NIE Director, NIE witnessed a significant increase in the number and impact of conferences, seminars, webinars and events bolstering thought leadership, innovative practices and educational changes.

NIE's flagship education research conference, the Redesigning Pedagogy International Conference (RPIC) has grown significantly in both stature and impact, attracting over 300 paper and symposium presentations, workshops and poster sessions in 2024. Close to 1,000 delegates comprising educators, practitioners, researchers and policymakers participated, with the Minister for Education gracing the event as Guest-of-Honour.



Professor Goh speaking at the RPIC Opening Ceremony. (2022)



Professor Goh (third from left) with Guest of Honour Minister Chan Chun Sing (fourth from left) at the RPIC 2024.

Also pictured: Ms Liew Wei Li, Director-General of Education (second from left); Ms Goh Swee Chen, NTU Board of Trustees Chair (fourth from right); Mr Lai Chung Han, former NIE Council Chair (third from right); Mr Wong Siew Hoong, NIE Council Deputy Chair (second from right); Professor Kenneth Poon (right) and Dr Dennis Kwek (left).

In collaboration with the Educational Research Association of Singapore (ERAS) and the World Education Research Association (WERA), NIE played host to the 2023 ERAS-WERA conference, which welcomed 850 educators and experts from various countries. This conference, notably one of the first since the COVID-19 pandemic, provided a vital platform for educators worldwide to exchange rich insights on challenges and brainstorm innovative solutions.

Besides expanding professional networks, the numerous conferences, seminars and webinars held at NIE between 2018 and 2024 produced

a rich medley of research findings and discourse that contributed to a valuable body of educational knowledge and innovative best practices impacting the region and beyond.

In 2022, a significant Memorandum of Understanding (MOU) was signed between NIE, NTU and the Agency for Science, Technology and Research (A\*STAR). The tripartite agreement aimed to enhance collaboration in the translation of education research into pedagogical design, ultimately leading to the development of intelligent tools for the classrooms of the future.



Professor Goh (centre) at the NIE NTU-A\*STAR MOU signing ceremony with NTU and A\*STAR representatives in 2022.



Professor Goh (front row, sixth from right) with Ms Liew Wei Li, Director-General of Education (front row, sixth from left), NIE senior leadership members and delegates at the 2023 ERAS-WERA conference.



“It has been an enjoyable journey for me working closely alongside Prof Christine Goh at NTU, Singapore. Christine has always had a very big heart for NIE, colleagues, teachers and teachers in the making.

She has never failed to speak up for them, no matter how small or important the issues are. As the Director for NIE, Christine also constantly upholds NIE’s international standing and reputation.

She constantly champions the message that NIE, as part of NTU, and Singapore, must uphold the rigours of education research and that our global impact extends beyond our charter of training teachers and teachers-to-be for Singapore.”

*Professor Tan Ooi Kiang  
Deputy Provost (Education), NTU*

## Deepening Affiliations with Regional and International Partners

### Leadership in Global and Regional Associations and Networks

In 2018, Professor Goh was appointed chairperson of the Association of Southeast Asian Teacher Education Network (AsTEN). During her tenure, she led AsTEN's efforts to achieve full accreditation as an official entity of the Association of Southeast Asian Nations (ASEAN). This endeavour enabled the AsTEN members, including NIE, to access ASEAN resources to promote education and research.

Between 2018 and 2024, NIE hosted several significant global conferences, including the 2022 International Network of Educational Institutes (INEI) annual conference in Singapore. Themed "Bridging Humanity and Emerging Technologies for the Future of Education", the conference facilitated in-depth discussions and rekindled connections between NIE faculty and their colleagues from the partner institutions. As an active member, NIE participates regularly in the annual meetings and conferences of INEI. In 2023, Professor Goh represented NIE at the signing of a Memorandum of Understanding with the College of Education, Seoul National University (SNU) to foster research collaborations with a focus on Science of Learning while at the INEI Annual Conference.

NIE is a founding member of both AsTEN and INEI and continues to play a significant role in leading and advancing global knowledge and innovative practices as an active member.



Professor Goh (centre) with Dr Jessie Png (second from right) and AsTEN delegates at the ASEAN headquarters in Jakarta in 2019.



Professor Goh (fifth from left) hosting the deans, directors and visiting delegations of INEI member institutes at NIE in 2022.

NIE stepped up its participation and presence at the American Educational Research Association (AERA) Annual Meeting, a preeminent international conference in the education disciplines, during Professor Goh's directorship. The number of accepted papers from NIE grew from 19 in 2019 to 40 in 2024, while the number of attendees at the breakfast receptions hosted by NIE increased from more than 150 in 2019 to over 350 in 2024.



Professor Goh (sixth from left) with the NIE delegation at AERA 2024.

### International Accolade as Trailblazer in Education

NIE was a proud recipient of the Mohammed Bin Rashid Al Maktoum Knowledge Award in 2019. The award aims to encourage individuals, teams and organisations working in knowledge-related fields to innovate and create new ways of spreading knowledge around the world. Honoured for being a trailblazer in

education and pedagogy, NIE was the distinguished solo winner in the award's government category. The prize money from this award was channelled to fund the Management and Support Officers (MSO) Innovation Grant in 2021 and the International Research Collaboration (IRC) Seed Fund in 2022.



Professor Goh (centre), flanked by Professor Chang Chew Hung and Mr Low Pit Chen, former Consul General, Consulate-General of the Republic of Singapore, Dubai (2017-2022), receiving the 2019 Mohammed Bin Rashid Al Maktoum Knowledge Award in Dubai.

## Strengthening Alumni Relations

### Lifelong Alumni Engagement

Recognising that alumni can play key roles in boosting NIE's impact and visibility, the institute strives to strengthen alumni relations towards a lifelong NIE engagement. It cultivates sustained relationships with the alumni beginning with the provision of a rich and transformative learning experience at NIE. It nurtures lifelong ambassadors and active contributing partners for NIE by supporting the growth of alumni chapters and networks.

The establishment of the NTU NIE Alumni Association in 2020 allowed graduates from around the globe to stay meaningfully connected, creating a vibrant network that facilitates collaboration and strengthened engagement.



Professor Goh (fourth from right) at the official launch of the NTU NIE Alumni Association in 2020.

"Above all, I am particularly proud of how we have grown as a community with a strong NIE identity that embodies the values we believe in."

While we all care deeply about our work, what stands out for me about us is the way we care deeply for one another.

NIE is also more collaborative than ever within our institution and across NTU."

*Professor Christine Goh*



# People & Institutional Capacity



## Strengthening Enablers for NIE as an Employer of Choice

### A 'Growth-and-Solutions' Culture

Beyond advancing education, steering research and fostering partnerships, Professor Goh's tenure was characterised by her commitment and dedication to developing people and nurturing a growth-and-solutions mindset at NIE.

At the NIE Director's Address in 2021, Professor Goh announced the launch of a Faculty Mentoring Framework designed to support new faculty members through various stages of their career. Recognising the role structured mentoring can play in both professional and personal growth, the initiative allows both mentor and mentee to benefit from a valuable two-way relationship characterised by trust, belief and constructive feedback. An NIE faculty mentoring programme that dovetailed with that at the university level was subsequently rolled out.





“I distinctly recall, early in our leadership journey, when we were faced with a decision, Prof Goh asked me what I would do if I were in her position. I was hesitant to respond because I respected that the final decision was hers to make.

However, she encouraged me to share my views, explaining that it would help her understand my thought process and enable her to make a more informed decision. That is the kind of leader she was – always welcoming a second view.

She also reassured me that she was seeking input from other senior leaders as well, which further encouraged me to speak up.”

*Professor Chang Chew Hung  
Dean, Graduate Studies and Professional Learning  
NIE Sustainability Officer*

In the following years, NIE established more initiatives and structures aimed at enhancing the capabilities of faculty and staff members.

In 2022, the NIE Leadership Excellence and Advancement Programme (LEAP) was launched to develop institutional leadership skills. Later that year, the Institute also took steps to reduce faculty workloads, thereby allowing educators more time to innovate and explore transformative teaching.



Professor Goh with the inaugural batch of LEAP awardees at the 2023 NIE Annual Leadership Retreat.

Under Professor Goh's stewardship, a Staff Interaction and Development Day has been held on the same day as the NIE Director's Address since 2019. The event allows faculty and staff to present and drive innovative projects and practices across departments, spurring knowledge creation, sharing, adoption and application.

“She always never forgets to mention the MSOs, and the importance of our roles in all her speeches and messages at every dialogue and event.

She never fails to smile and thank us even though it was the ‘n-th’ time that she attended our graduation ceremony.

No matter how long her day was, or how tired she was after a fully packed day of meetings, she is always there to support us at our event.

It doesn't matter if we are E2, E3 or M1, we are equally important and we are all part of the huge NIE community.”

*Tan Pau Ling  
Assistant Director, Professional & Leadership Development  
Graduate Studies & Professional Learning*



“I felt that I had to connect, to communicate, because NIE is about people. It was not just about me and the big things we were doing for NIE – but it was about connecting with as many people as we could, helping them to understand why we were doing the things that we did.”

*Professor Christine Goh*

## Building a Smart and Green Campus

In 2023, NIE announced the Campus Refresh Masterplan, with NIE-wide initiatives to upgrade its teaching and learning spaces as well as the overall campus. The aim is to develop a smart, transformative and green campus in the next few years that will enable NIE to stay ahead as a leader of the future of education.

During Professor Goh's directorship, NIE stepped up the effective use of technological affordances

to minimise process redundancies and adopt more eco-friendly solutions while leveraging university-wide facilities and systems.

In 2024, the NIE Technology Roadmap for the Future of Education (TRFE) initiative was launched as a major initiative under the NIE Strategic Vision 2025.

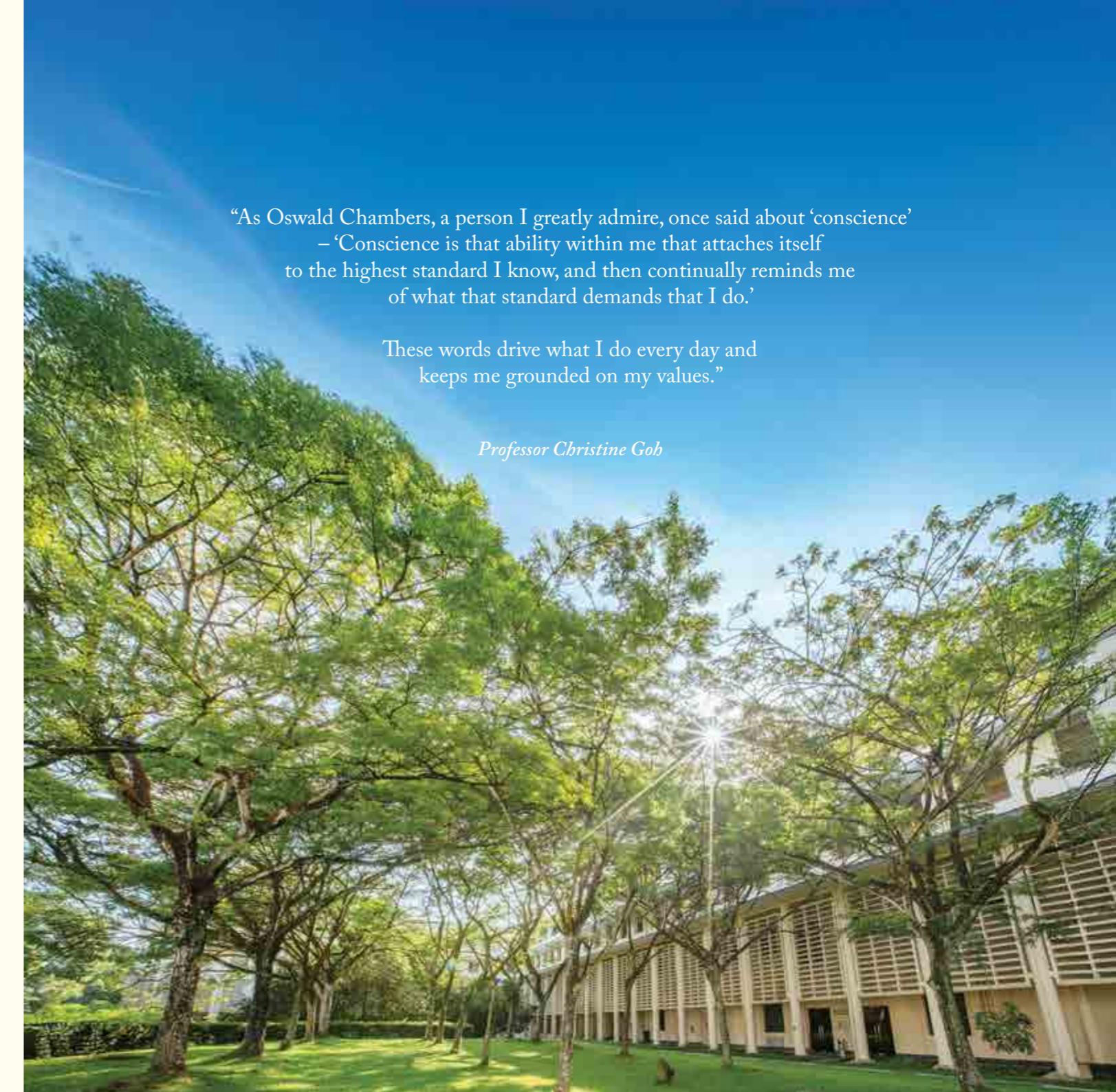
### Four Digital Thrusts under the NIE Technology Roadmap for the Future of Education



“As Oswald Chambers, a person I greatly admire, once said about ‘conscience’  
– ‘Conscience is that ability within me that attaches itself  
to the highest standard I know, and then continually reminds me  
of what that standard demands that I do.’

These words drive what I do every day and  
keeps me grounded on my values.”

*Professor Christine Goh*



Thank you,  
Professor Goh



“Dear Professor Christine Goh, thank you for your leadership and guidance. Reflecting on our UK trip in 2022, it was clear that your leadership greatly contributed to our professional and personal experiences. Professionally, the trip was both insightful and productive under your guidance.

On a personal level, your care and concern for each team member made the experience enjoyable and meaningful. It was truly a memorable trip for all of us.

Thank you for everything, Professor Christine Goh!”

*Associate Professor Chua Bee Leng*

*Chief Learning & Innovations Officer  
NIE Director's Office*

“Throughout the six years as her assistant, I've seen how much she has poured her heart and soul in leading NIE to achieve its vision as an Institute of Distinction. It was especially tough during the COVID-19 years but Professor Goh weathered through the times with much positivity, resilience and empathy.”

*Nursyamilah Binte Saidi*

*Assistant Manager, Research Support and  
Grants Management Office for Research, NIE*

“Working with Professor Christine Goh has been a truly inspiring experience. She always provided a good listening ear and offered valuable advice whenever I needed it.

Whenever we crossed paths, she would genuinely ask how I was doing and how things were going, showing her deep care and concern. Her support for our i3 Studio has been unwavering, and her visionary leadership has left a lasting impact on our work. Her influence and guidance will continue to inspire us in the years to come. Thank you, Prof Goh, for everything.”

*Lee Chang Zhan Dennis*

*Digital Media Specialist  
Centre for Innovation in Learning, NIE*

“Dear Christine, thank you for being such an amazing mentor.

I am grateful for all your guidance and support as my PhD supervisor and ELL colleague. I deeply appreciate how you have always been so generous with your time and sharing of expertise. It's been wonderful collaborating with you on publications, and I am honoured to have had these opportunities to work together. Thank you for being so inspirational, Christine.”

*Dr Robbie Lee Sabnani*

*Lecturer English Language &  
Literature Department, NIE*

“I am very honoured and fortunate to have had the opportunity to work with Prof Christine Goh during my PhD studies. She provided me with invaluable and sustained support, insightful and enlightening comments. More importantly, she was the perfect example of a knowledgeable, graceful and considerate scholar. She is such an amazing role model for me in both my academic and daily life.”

**Dr Zhang Limei**  
Dean of Academic Affairs / Senior Lecturer  
Singapore Centre for Chinese Language

“Dear Prof Goh, I wanted to express my heartfelt gratitude for your guidance and support throughout my PhD journey. You have been an exceptional mentor, and your encouragement has been invaluable to my growth both as a researcher and as an individual.

You were always so approachable and willing to listen, offering insightful advice that guided me through complex problems and difficult decisions. As your favourite line goes, ‘Have a Break. Have a Kit Kat’!”

**Dr Chen Zan**  
Principal Researcher / Senior Lecturer  
Singapore University of Social Sciences

“To Prof Christine, I am deeply grateful for the countless hours you devoted to helping me refine my ideas, challenge my assumptions, and grow as a thinker.

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**Salbrina Hj Sharbawi**  
Senior Assistant Professor  
Universiti Brunei Darussalam, Brunei

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You always found time to lend a listening ear, but you did not just listen. Your unwavering support of SPE’s work enabled us to grow, strive hard and do even better. Of course, it was not just us, you did the same for everyone! Thank you for being such an inspiration and amazing role model.”

**Wong Su Ling**  
Deputy Director and Head  
Strategic Planning and Engagement, NIE

“Over the years, NIE has grown from strength to strength. We have evolved into an institute of distinction where we have combined education and research.

We have evolved into a future-looking, future-ready institute of education. We are admired for our work in inspiring learning, transforming teaching and advancing research.

Everything we have achieved has been the product of many hands and many minds and carried forward by many values. But we are all unified by a single goal of bringing NIE from strength to strength.”

*Professor Christine Gob*



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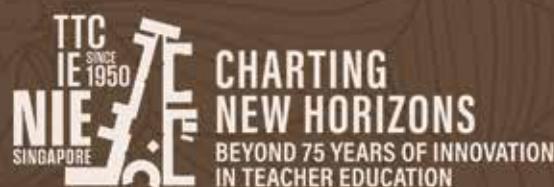
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