



GEMS IN THE MAKING

Like a beacon of light, ITE's unique "Hands-on, Minds-on, Hearts-on" College Education illuminates the innate brilliance in our students. Akin to uncut diamonds that are exquisitely polished to reveal their inner sparkle, ITE students gain confidence, acquire industry-relevant skills, and are poised to shine in their careers.

About ITE

ITE is the principal provider of technical education in Singapore and a national authority in developing occupational skills certification and standards.

Set up as a post-secondary institution under the Ministry of Education (MOE) in 1992, ITE is responsible for developing national-level Certification and Standards to enhance Singapore's workforce competitiveness locally and internationally.

ONE ITE SYSTEM, THREE COLLEGES

ITE adopts a *“One ITE System, Three Colleges”* Governance and Education Model, to deliver consistent standards, quality programmes and successful graduates. Under this system, ITE Headquarters oversees system and policy issues and ensures standards, while the “Three Colleges”, namely, **ITE College Central**, **ITE College East** and **ITE College West**, are empowered to develop niches of excellence, to enhance the attractiveness of ITE Education.



STELLAR PERFORMANCE

In September 2007, ITE's trail-blazing transformation story took centre stage as the world casts its spotlight on ITE for winning the inaugural global "***IBM Innovations Award in Transforming Government***", conferred by the Ash Institute for Democratic Governance and Innovation at Harvard University's John F Kennedy School of Government. This international accolade crowns off ITE's accomplishments over the last decade and establishes the institution's standing as *A Global Leader in Technical Education*.



ITE HEARTBEAT

The ITE Headquarters and its three Colleges pulsate as one *ITE Heartbeat*, which encapsulates the Mission, Vision and Values of the Organisation.

MISSION

To Create Opportunities for School Leavers and Adult Learners to Acquire Skills, Knowledge and Values for Lifelong Learning in a Global Economy

VISION

A Global Leader in Technical Education

VALUES

ITE Care - Integrity, Teamwork, Excellence, Care

Contents

6	Chairman's Review
10	ITE Board of Governors
12	Organisation Structure
14	ITE Senior Management Team
20	FY 2007 Highlights



In the Spotlight



Blazing a Trail
Crystallising Win-Win
Partnerships



Star Performance



Golden Results



Our Gems



Bright Sparks
Illuminating Young
Lives



Staff Sparkle



Beacons of
Inspiration

Chairman's Review



Together on a Journey of Excellence

With globalisation and rapid technological advancement, the competitive advantage of economies leverages on the quality of a country's human resource. ITE, as the principal provider of Vocational and Technical Education (VTE) in Singapore, plays a vital role in training high-quality skilled manpower, to support Singapore's economic growth, and to provide educational and career opportunities for 25 per cent of each education cohort, through a "hands-on, minds-on and hearts-on" education.

In these, ITE has done well in FY 2007.

A Global Recognition for ITE

In September 2007, ITE was announced the winner of the global *IBM Innovations in Transforming Government Award*. Conferred by the Ash Institute for Democratic Governance and Innovation at Harvard University's John F Kennedy School of Government and supported by IBM, the Award recognised ITE's transformation of VTE in Singapore as "the world's most transformative government programme", which has "profound impact on citizens' lives" and a "model programme" with potential for global replication.

Locally, ITE's contributions to the community and concerted efforts in raising the public profile of technical education did not go unrecognised. Minister Mentor Lee Kuan Yew called ITE "one of Singapore's success stories" when he visited ITE College East in February 2008, while then-Minister for Education, Mr Tharman Shanmugaratnam, in an interview with The Straits Times, dubbed ITE "the jewel in Singapore's education system".

ITE is honoured by these endorsements. They affirm the Singapore government's support for VTE, as well as the work of successive Boards of Governors, Management and Staff.

Sharing ITE's Expertise with the International Community

ITE's strengths in VTE were also recognised by the international community in VTE when ITE was requested to share its expertise through a World Bank Workshop on "Leaders in Education and Training for Sustained Growth in Africa" for 40 government and senior officials from Ghana, Madagascar and Mozambique. ITE was also named the Technical Consultant for two international Government-to-Government projects – the setting up of the Regional Vocational Training Centre at Marka, Jordan, and a special vocational training arm within Batam Polytechnic, Indonesia.

Excellent Educational Outcomes

In student enrolment, our full-time courses continued to radiate strong interest among secondary school students. A high student enrolment of 24,385 was achieved in FY 2007. The proportion of students who successfully completed their ITE education improved significantly, from 79% in 2006 to 83% in 2007. Our graduates performed well in the labour market, with 93% employed within six months after graduation or National Service. Employers were also highly favourable of ITE graduates, with more than 90% expressing satisfaction.

In consultation with industry, we expanded our spectrum of courses. Five *Nitec* and three *Higher Nitec* courses were introduced in FY 2007. The *Technical Engineer Diploma in Machine Technology*, our first niche Diploma programme, was initiated in collaboration with the Ministry of Education, Youth and Sports, Baden-Württemberg, Germany.

Like polished gems, our students are nurtured with care and guidance by dedicated ITE teaching staff, who are committed to bringing out the best in our students. Coupled with the opportunities provided by ITE, our students are able to develop their potential to the fullest.

In FY 2007, 15 per cent of our students had opportunities to be exposed to the Global Education Programme. For example, for the first time, in FY 2007, 300 students had the opportunity to participate in the first international Student Seminar with 300 students from the Hong Kong Vocational Training Council held in Hong Kong. Through overseas student exchange, industry attachment and cultural and sports programmes, ITE students gained a broader international perspective through these opportunities.



ITE students were also challenged to reach higher and to stretch further through participation in local and international technology, sports and cultural competitions. Challenged on a level playing field, our students have done well. Some even clinched top spots in technology competitions, locally and overseas. Counted among ITE's achievements include Championship in the Open and Student Categories of the 22nd

Annual Applied Power Electronics Conference (APEC) Micromouse Contest, beating strong contenders from the US, Japan and Korea.

Intensifying Capabilities through Global Alliances

New strategic alliances with industry leaders and renowned education institutions were established in FY 2007 to strengthen the links between ITE and industry.

These included exclusive membership to the French Institut Paul Bocuse Worldwide Alliance, which comprised nine other higher learning institutions and universities around the world, in culinary arts.

Beyond enhancing our curricula, we also worked with industry to intensify technological and professional knowledge of our staff through a new *Total System Capability* initiative, presenting our staff with greater opportunities to undergo in-depth and cross-domain capability development and undertake innovative developmental projects with industry.

As part of the *One ITE System, Three Colleges* Model of Education and Governance, we unveiled the architectural design and features of the new ITE College West, envisioned to be “*A College of Excellence for Service Quality*”. Good progress was also made in formulating the development of the new ITE College Central, envisioned as “*A College of Creativity and Innovation*”. When these two mega campuses are ready in 2010 and 2012, respectively, they will, together with ITE College East, create a new future for post-secondary technical education in Singapore.

Looking Towards the Future

As the new Chairman of ITE, I am glad to observe the strong passion and commitment among ITE management and staff. I am also very pleased with ITE’s achievements, made possible by the hard work of everyone in ITE, not only the present, but also those in the past who have contributed in building ITE to what it is today.

Looking forward, the increasingly uncertain and demanding world will likely test the systems and processes put in place over the years, while presenting new and exciting opportunities. Nonetheless, I am confident that we will rise to the challenge and take full advantage of the opportunities as they come.

On this note, I would like to extend my appreciation to my predecessor, Mr Eric Gwee, for his guidance, members of the Board, our staff, union leaders, stakeholders and partners for their strong support and contributions.

Together, let us strive to take ITE to greater heights for the benefit of the students and the nation.



MR BOB TAN BENG HAI

Chairman

Institute of Technical Education

ITE Board of Governors

The ITE Board of Governors provides counsel to Management and guides the *ITE Advantage* Plan, ITE's third and current five-year strategic roadmap, towards its goals. At **31 March 2008**, this tripartite Board comprised the following representations from government, industry and the unions:

Front row (left to right)

Chairman
Establishment Committee
Heng Chiang Gnee
 President
 & Chief Executive Officer
 SembCorp Environmental
 Management Pte Ltd

Director
& Chief Executive Officer
Bruce Poh Geok Huat
 Institute of Technical Education

Chairman
Bob Tan Beng Hai
 Chairman
 Jurong Engineering Ltd

Chairman
Development Committee
Lee Yuen Hee
 Chief Executive Officer
 National Environment Agency

Chairman
Finance and Audit Committee
Lee Kwok Cheong
 Chief Executive Officer
 Singapore Institute of Management

Mid row (left to right)

Member
Dr Suzaina Bte Abdul Kadir
 Assistant Professor
 Lee Kuan Yew School of
 Public Policy
 National University of Singapore

Member
Alvin Tan Yew Hua
 Executive Director
 Human Resources Division
 Economic Development
 Board

Member
Mary Yeo Chor Gek
 Managing Director
 United Parcel Service
 Singapore Pte Ltd

Member
BG (NS) Yap Ong Heng
 Deputy Secretary
 Ministry of Law

Back row (left to right)

Member
RADM Tan Kai Hoe
 Chief of Staff - Naval Staff
 Ministry of Defence

Member
Edwin Lye Teck Hee
 General Secretary
 Singapore Teachers' Union

Member
Zee Yoong Kang
 Chief Executive Officer
 Employment &
 Employability Institute
 National Trades Union
 Congress

Not in photo

Deputy Chairman
Dr Ahmad Mohamed Magad
 Managing Director
 II-VI Singapore Pte Ltd
 (Member of Parliament for
 Pasir Ris-Punggol GRC)

Member
Dr Ernest Kan Yaw Kiong
 Partner, Chief-of-Operations
 - Clients and Market
 and Head of IPO Group
 Deloitte & Touche
 Singapore

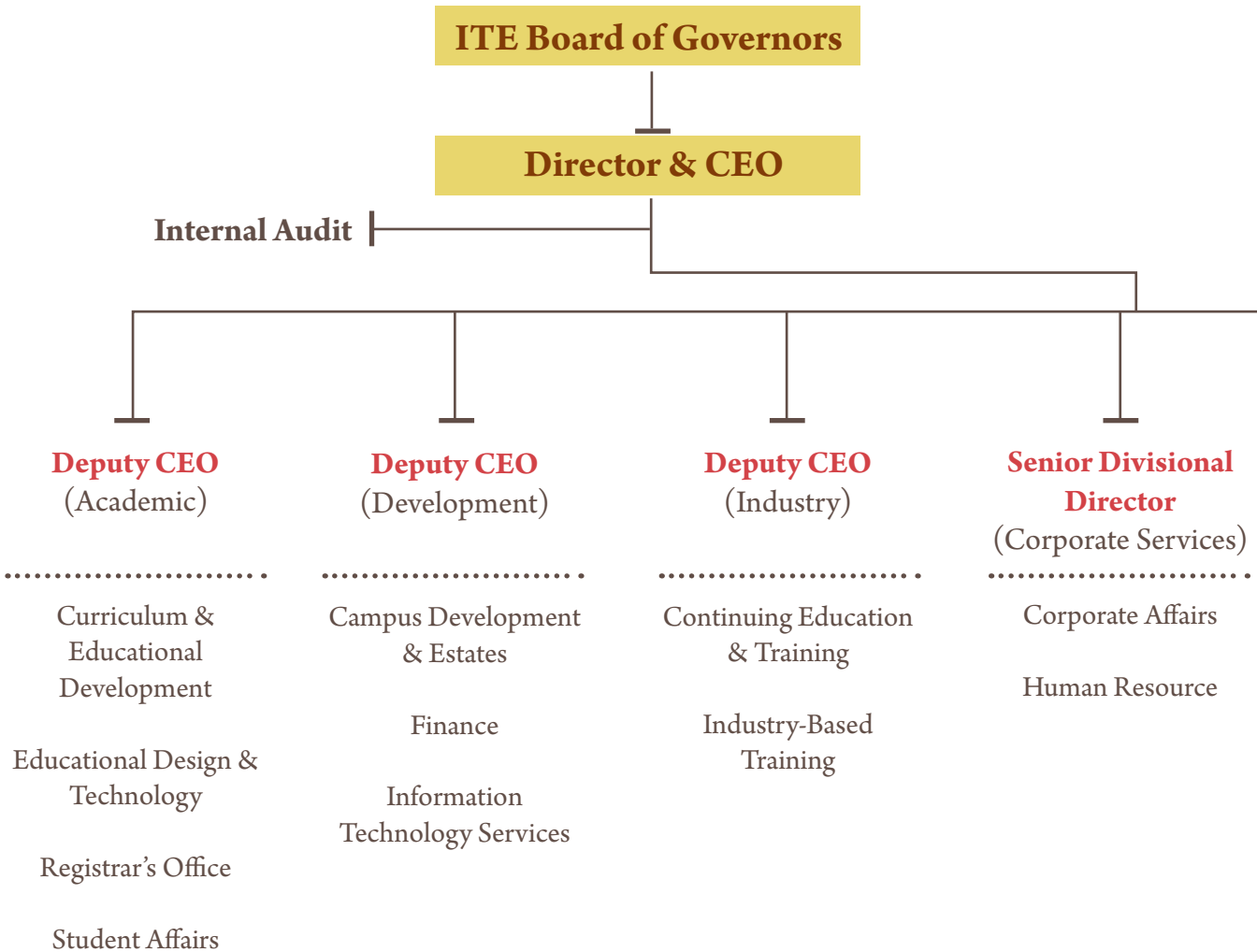
Member
Mr Quek Sze Swee
 Chairman &
 Chief Executive Officer
 Parsons Brinckerhoff
 Pte Ltd

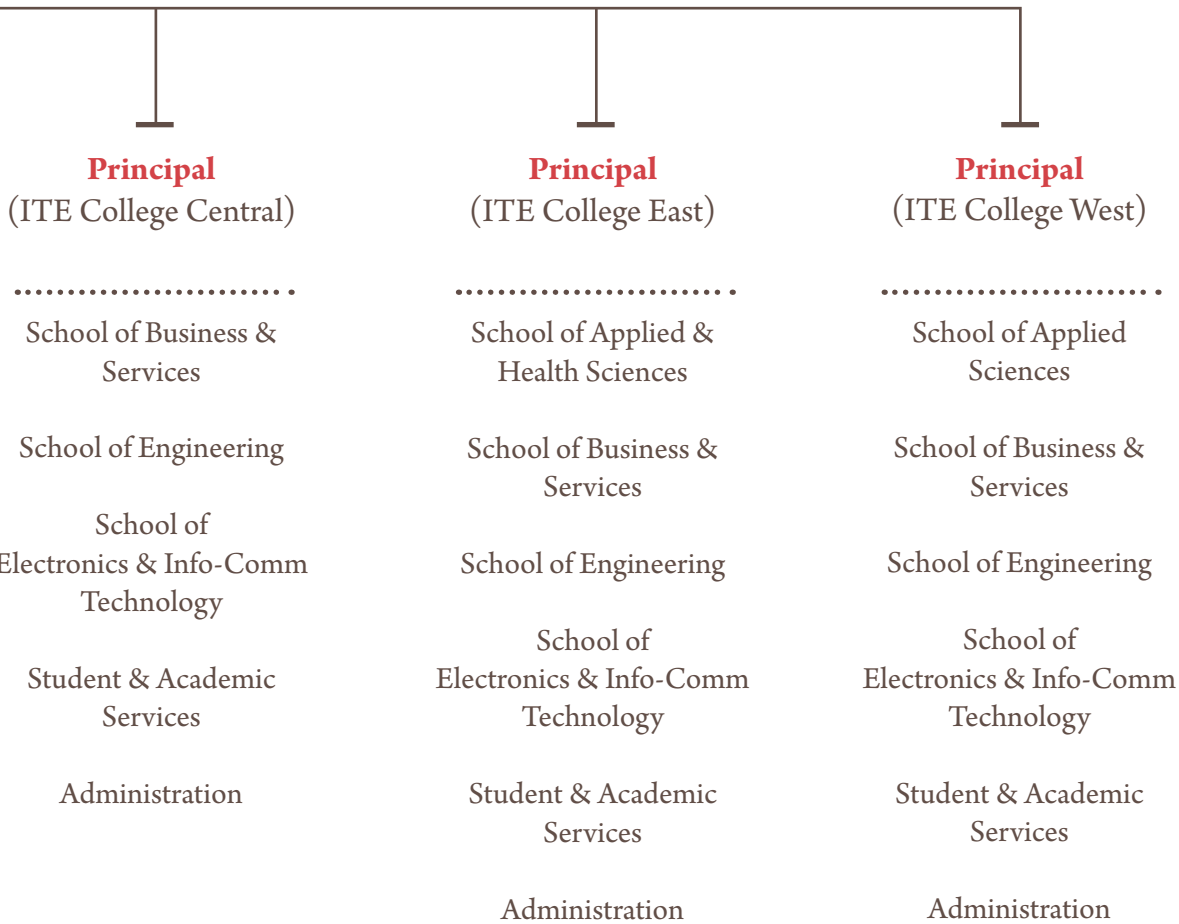
Member
Miss Seah Jiak Choo
 Director-General
 of Education
 Ministry of Education

Member
Dr Carrie Willis
 Executive Director
 Hong Kong Vocational
 Training Council
 (HKVTC)



Organisation Structure





ITE SENIOR MANAGEMENT TEAM

The Senior Management Team shapes and guides the development of ITE under the *One ITE System, Three Colleges* Governance and Education Model.

As at 31 March 2008, the Team comprised:

SENIOR LEADERSHIP

Bruce Poh Geok Huat

Director & Chief Executive Officer

Heng Guan Teck

Deputy Chief Executive Officer (Academic)

Dr Benjamin Tan Lin Boon

Deputy Chief Executive Officer (Development)

Aw York Bin

Deputy Chief Executive Officer (Industry)

Tan Seng Hua

Principal/ITE College Central

Dr Ricky Tam Yin Jun

Principal/ITE College East

Dr Yek Tiew Ming

Principal/ITE College West



(left to right) **Dr Yek Tiew Ming**, Principal/ITE College West • **Tan Seng Hua**, Principal/ITE College Central • **Heng Guan Teck**, Deputy Chief Executive Officer (Academic) • **Bruce Poh Geok Huat**, Director & Chief Executive Officer • **Dr Benjamin Tan Lin Boon**, Deputy Chief Executive Officer (Development) • **Dr Ricky Tam Yin Jun**, Principal/ITE College East • **Aw York Bin**, Deputy Chief Executive Officer (Industry)



ITE HEADQUARTERS

Front row (left to right)

Sabrina Loi
Senior Divisional Director
Corporate Services

Iris Seet
Divisional Director
Curriculum & Educational
Development

Phua Chiew Pheng
Divisional Director
Finance

Tan Kay Chuan
Divisional Director
IT Services

Back row (left to right)

Chong Weng Foo
Divisional Director
Continuing Education & Training

Cheang Wee Kok Shang
Registrar

Tan Wee Kiang
Divisional Director
Human Resource

Samuel Ng Hong Kok
Divisional Director
Educational Design & Technology

Lim Cheng Siong
Divisional Director
Campus Development & Estates

Yeow Swee Soon
Divisional Director
Student Affairs & Deputy Registrar

James Ng Kian Kwang
Divisional Director
Industry-Based Training



ITE COLLEGE CENTRAL

(left to right)

Florence Ang Bee Eng

Director, Administration

Vivienne Teo Wi Huang

Director, School of Business & Services

Lim Teck Lee

Director, School of Engineering

Yeo Sock Tin

Director, School of Electronics & Info-Comm Technology

Ong-Cheong Hwa Yew

Director, Student & Academic Services



ITE COLLEGE EAST

(left to right)

Dr Lim See Yew

Director, School of Electronics & Info-Comm Technology

Kong Chee Seng

Director, School of Engineering

Dr Ang Kiam Wee

Deputy Principal (Development) &
Director, School of Applied & Health Sciences

Chong Leong Fatt

Director, Student & Academic Services

Michelle Low Hwee Geok

Director, Administration

(not in photo)

Tan-Lim Lai Soon

Director, School of Business & Services



ITE COLLEGE WEST

(left to right)

Aw Kim Geok

Director, Student & Academic Services

Ting Kok Guan

Director, Administration

Dr Eric Cheung Lai Yip

Director, School of Electronics & Info-Comm Technology

Goh Mong Song

Director, School of Business & Services

Dr Mark Lim Tong Joo

Director, School of Engineering

FY 2007 Highlights

From 1 April 2007 to 31 March 2008

APRIL 2007

Transition at the Top

Mr Bob Tan Beng Hai, Chairman of Jurong Engineering Ltd and Vice-President of the Singapore National Employers' Federation, was appointed as the new Chairman of the 17-member tripartite ITE Board of Governors from 1 April 2007 to 31 March 2010. He took over from Mr Eric Gwee Teck Hai, who had served as Chairman of the Board from January 1994 to March 2007. Four new Board Members – Dr Ernest Kan Yaw Kiong, Partner, Chief-of-Operations - Clients and Market and Head of IPO Group, Deloitte & Touche, Singapore; Mr Edwin Lye Teck Hee, General Secretary, Singapore Teachers' Union; Dr Suzaina Bte Abdul Kadir, Assistant Professor, Lee Kuan Yew School of Public Policy, National University of Singapore; and Mr Alvin Tan Yew Hua, Executive Director, Human Resources Division, Economic Development Board – were also appointed.

Digital Animation Magic in ITE's New Media Hub

In conjunction with the launch of the inaugural Toon Boom Animation Festival in Singapore on 2 April 2007, ITE and Toon Boom Inc (Canada) also officially opened the *ITE-Toon Boom Centre of Excellence in New Media* at ITE College Central. Officiated by His Excellency Alan Virtue, High Commissioner of Canada to Singapore, the Centre, which facilitates the execution of industry project works by ITE staff using Toon Boom software, is part of a two-year Memorandum of Understanding (MoU) between ITE and Toon Boom, inked on 19 June 2006.

MAY 2007

They Dare to Dream

Thirty-six outstanding students were honoured with the prestigious Lee Kuan Yew (LKY) Awards at the *ITE Student Achievers' Awards Presentation Ceremony* on 30 May 2007. In the presence of proud relatives, lecturers and friends, they were conferred the LKY Co-Curricular Activities (CCA) Awards, the LKY Technology Awards and the LKY Model Student/Trainee Awards for their outstanding performances in CCA, technology projects or exemplary conduct.

JULY 2007

Youths in Unison

Three hundred ITE students travelled to Hong Kong for the first international *ITE-VTC Student Seminar 2007* from 4 to 7 July 2007. Together with 300 of their counterparts from the Hong Kong Vocational Training Council (HKVTC), the students deliberated on issues pertaining to the theme "*Global City, Inclusive Society*".



Mr Bob Tan (left) took over from Mr Eric Gwee as Chairman of ITE from 1 April 2007. Mr Gwee was Chairman of ITE from January 1994 to March 2007.



Launch of the inaugural Toon Boom Animation Festival in Singapore



Three cheers for our Student Achievers!



Students mingling at the first ITE-VTC Student Seminar 2007

FY 2007 Highlights

From 1 April 2007 to 31 March 2008

Golden Graduates

The 2007 ITE Graduation Ceremony held at the National University of Singapore's University Cultural Centre on 24 July 2007 marked the graduation of ITE students from the full-time, part-time and traineeship programmes for Academic Year 2006/2007. Out of the 786 outstanding students who received their Certificates of Merit at the ceremony, three were conferred top honours. They were Nurshahidah Roslie [*Higher Nitec* in Business Studies (Sport Management), ITE College East]; Sim Wee Jin [*Nitec* in Mechatronics (Automation Technology), ITE College Central]; and Clement Ng Joo Seng [*Nitec* in Digital Media Design, ITE College West] – who received the Lee Kuan Yew Gold Medal, Tay Eng Soon Gold Medal and Sng Yew Chong Gold Medal, respectively.

SEPTEMBER 2007

Global Award for ITE

ITE beat more than 100 government programmes submitted by 30 countries to clinch the inaugural global *IBM Innovations Award in Transforming Government*, administered by the Ash Institute for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government. The Award recognises ITE's trail-blazing transformation of Vocational and Technical Education (VTE) in Singapore as the world's most transformative government programme, which has profound impact on citizens' lives. The Award was conferred on Ash Institute's 20th Anniversary of Innovations in American Government Awards.

JANUARY 2008

Skilled Labour Boost for Marine Industry

To plug the demand for skilled labour in the marine industry, a new *Higher Nitec in Marine Offshore Engineering* course for GCE 'O' school leavers was launched on 16 January 2008, during a visit by the ITE Board of Governors to Keppel FELS Limited. An initiative much welcomed by the booming marine industry, 56 scholarships and sponsorships worth a total of \$544,000 were offered by lead industry players to students accepted into the two-year course.

Dual Certification, Dual Career Options

ITE announced the launch of its first dual certification programme – the *Higher Nitec in Paramedic & Emergency Care and Nitec in Nursing course* – in response to the increasing demand for healthcare professionals in emergency care. Jointly developed by ITE and the Singapore Civil Defence Force, the course's first intake would be in April 2008.

ITE Shares Winning Formula with African Leaders

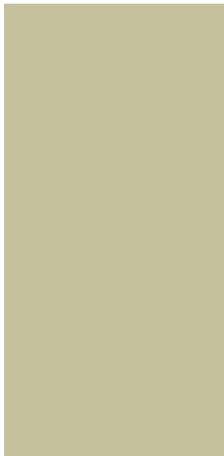
Some 40 policymakers and education specialists from the African nations of Ghana, Madagascar and



ITE's top graduates



ITE wins the global IBM Innovations Award in Transforming Government: (from left) Mr Bob Tan, Chairman, ITE; Mr Bruce Poh, Director & CEO, ITE; Mr Gowher Rizvi, Director, Ash Institute for Democratic Governance and Innovation; and Ms Sabrina Loi, Senior Divisional Director/Corporate Services, ITE



The new Higher Nitec in Paramedic & Emergency Care and Nitec in Nursing Programme offers students hands-on training



African policy-makers and Senior officials visited ITE as part of the World Bank LETSGA Workshop



FY 2007 Highlights

From 1 April 2007 to 31 March 2008

Mozambique visited ITE to learn about its award-winning VTE system, as part of the World Bank “*Leaders in Education and Training for Sustained Growth in Africa (LETSGA)*” Workshop, held between 21 January and 1 February 2008.

FEBRUARY 2008

Go West

The design for the *New ITE College West at Choa Chu Kang* was unveiled by Mr Gan Kim Yong, then-Minister of State for Education and Manpower, on 18 February 2008. To be ready in 2010, the new College, which sits on a 9.54-hectare land, is uniquely designed for its niche in Service Excellence. The College is equipped with a Convention Centre, an Events Plaza, a training hotel and five restaurants, which simulate real-work environments for hospitality and service excellence training.

Minister Mentor Visits ITE

Minister Mentor Lee Kuan Yew toured ITE College East on 21 February 2008 in his first visit to ITE. Calling ITE “a Singapore success story”, MM Lee noted that “ITE had done a good job” to give students added value so that they can make a contribution to life, to society and to make a good living. He also said that ITE has produced a number of graduates who had become successful entrepreneurs and businessmen. He was accompanied by Mrs Lee, Mr Yong Pung How, Member of the Council of Presidential Advisers and former Chief Justice, and Mr Gan Kim Yong, then-Minister of State for Education and Manpower.

Match Made in Hair-ven

ITE signed a three-year MoU with French giant, L'Oréal Singapore, on 27 February 2008. In an event graced by Mr Jean-Marie Demange, Minister-Counsellor, Head of the Economic Department for ASEAN Countries, French Embassy in Singapore, the partnership will benefit ITE lecturers and students from the new *Nitec in Hair Fashion & Design* course through transfer of L'Oréal's technology and expertise through training collaterals, workshops and job attachments. Students can also expect to graduate from the course with an internationally-recognised industry certificate.

MARCH 2008

ITE Joins Renowned French Hospitality Alliance

ITE was selected as the first and only education institution in Southeast Asia to join the *Institut Paul Bocuse (IPB) Worldwide Alliance*, an exclusive grouping of the world's 10 finest institutions in hospitality and restaurant management. The Worldwide Alliance Agreement will provide for collaborations on international student exchange, faculty capability development, curriculum development and academic articulation.

Unveiling of the New ITE College West at Choa Chu Kang



Minister Mentor Lee Kuan Yew visited ITE College East

ITE joins exclusive Institut Paul Bocuse Worldwide Alliance



in the SPOTLIGHT



Blazing A Trail

GLOBAL RECOGNITION

ITE's transformation of VTE in Singapore received strong endorsement in FY 2007, when ITE's programme, "Trail-Blazing Transformation in Singapore's Vocational and Technical Education", was picked as the winner of the inaugural **IBM Innovations Award in Transforming Government** from more than 100 government programmes submitted by 30 countries.

Sponsored by IBM and administered by the Ash Institute for Democratic Governance and Innovation at Harvard

University's John F. Kennedy School of Government, ITE was picked by an international panel of experts as "a model programme in improving vocational education due to its measurable successes, collaborative and innovative practices, scope and potential global replication."

Said Dr Stephen Goldsmith, Director of Innovations in American Government Program at Harvard's Kennedy School of Government: "We are pleased to honour the Institute's achievements and commend the outstanding dedication



Let's Celebrate! Mr Bob Tan, Chairman/ITE (centre), leads the ITE Board of Governors and Senior Management in the Harvard-IBM Award celebration segment during the ITE Awards Ceremony 2007 on 15 October 2007.

of multiple administrations of ITE leadership in collaboration with an international portfolio of technology and business partners. ITE's contributions extend far past the school room and have a direct impact on youth employment rates, community safety and the Singapore economy."

The global Award underlines a decade's work by successive Boards of Governors, Management and Staff, and recognises ITE's efforts in developing a first-class education that advances the opportunities of its students through a unique "Hands-on, Minds-on and Hearts-on" learning approach.



Sharing ITE's Expertise: Singapore's Senior Minister of State for Foreign Affairs, Mr Zainul Abidin Rasheed (second from right), and Jordan's Labour Minister, Mr Bassem Al-Salem (extreme right), graced the official opening of the Regional Vocational Training Centre in Jordan. They are briefed on the Centre's works by Mr Soh Cheow Hin (in white shirt), Section Head/Building Services Technology, ITE College East.

INTERNATIONAL RECOGNITION FOR ITE'S EXPERTISE

Recognitions aside, ITE made strong inroads in sharing its expertise and broadening its international presence by lending technical expertise to two key Government-to-Government consultancy projects – the development of the Regional Vocational Training Centre (RVTC) in Marka, Jordan, as part of the Asia-Middle East Dialogue (AMED) between Singapore and Jordan, and the setting up of the Special Vocational Training Arm within Batam Polytechnic, Indonesia, as part of the assistance programme by Singapore to the Batam, Bintan and Karimun Special Economic Zone.

The Jordan RVTC was officially opened on 21 October 2007 by the country's Labour Minister, Mr Bassem Al-Salem, and Singapore's Senior Minister of State for Foreign Affairs, Mr Zainul Abidin Rasheed. In the project, ITE lent its expertise in Building Services Technology through curriculum development, design of training facilities and in the conduct of Train-the-Trainer programmes.

In January 2008, some 40 high-level delegates from Ghana, Madagascar and Mozambique visited ITE to learn about Singapore's experience in building its VTE systems over the last 40 years. They were part of a group of 70 delegates who were in Singapore to attend a two-week workshop – “Leaders in Education and Training for Sustained Growth in Africa” (LETSGA) – jointly organised by The World Bank, Singapore's Ministry of Foreign Affairs and International Enterprise Singapore.

FY 2007 also saw 580 overseas visitors from 26 countries, of which one-third were advanced economies, coming to ITE to study its VTE model and best practices. Many of the visitors were high-level government officials, including Ministers and politicians from Australia, Indonesia, Malaysia, Maldives, Saudi Arabia, Thailand and USA.



Culinary Art: ITE's collaboration with the Institut Paul Bocuse (IPB) includes staff and student exchanges. Here, IPB Chef & Lecturer, Mr Thomas Lemaire (centre) shares cooking tips with Nitec in Culinary Skills (Western) student, Lydia Yana bte Abdul Rahim (in red cap), in the kitchen of ITE's training restaurant, Amber@West.

Crystallising Win-Win Partnerships

GLOBAL LINKAGES

In FY 2007, ITE consolidated its partnership with industry and strengthened its niche areas through 16 new MoUs, worth some \$2.8 million. Inked with industry partners, such as Caterpillar Asia, NORDAM Singapore Pte Ltd and the Republic of Singapore Navy, the MoUs provided technological know-how, hardware and software to strengthen ITE's programmes and capabilities. This strengthening of linkage with industry provided a useful platform for staff to enhance their capabilities through industry projects upon request of enterprises.

ITE also established several significant **international partnerships** during the year in review. Two new MoUs were forged with renowned hospitality and culinary schools in Europe – the International Hotel Management Institute (IMI), Switzerland, and the Institut Paul Bocuse (IPB), France – to further enhance ITE’s global presence in the field. In March 2008, ITE became the first and only education institution in Southeast Asia to join the IPB Worldwide Alliance – an exclusive grouping of the world’s 10 finest institutions in hospitality and restaurant management.

Links with existing international partners – the Ministry of Education, Youth and Sports, Baden-Württemberg (KM), Germany, and the Hong Kong Vocational Training Council (HKVTC) – were renewed with the signing of two supplemental MoUs in FY 2007. The five-year MoU with KM paved the way for ITE’s first niche diploma programme, the **Technical**

Engineer Diploma (TED) in Machine Technology. Commencing in April 2008, the two-year course would provide ITE graduates with opportunities for progression to Universities of Applied Sciences in Germany.

A member of the Global Education Network (GEN) since September 2006, ITE participated in the 2007 GEN Strategic Planning Conference for the first time, to plan strategic directions for collaboration among GEN members, which included SAIT Polytechnic (Canada), Kirkwood Community College (USA) and Box Hill Institute (Australia). Membership in the Network paved the way for student and staff exchanges both ways with member countries during the year, resulting in rich learning opportunities for ITE students and faculty.

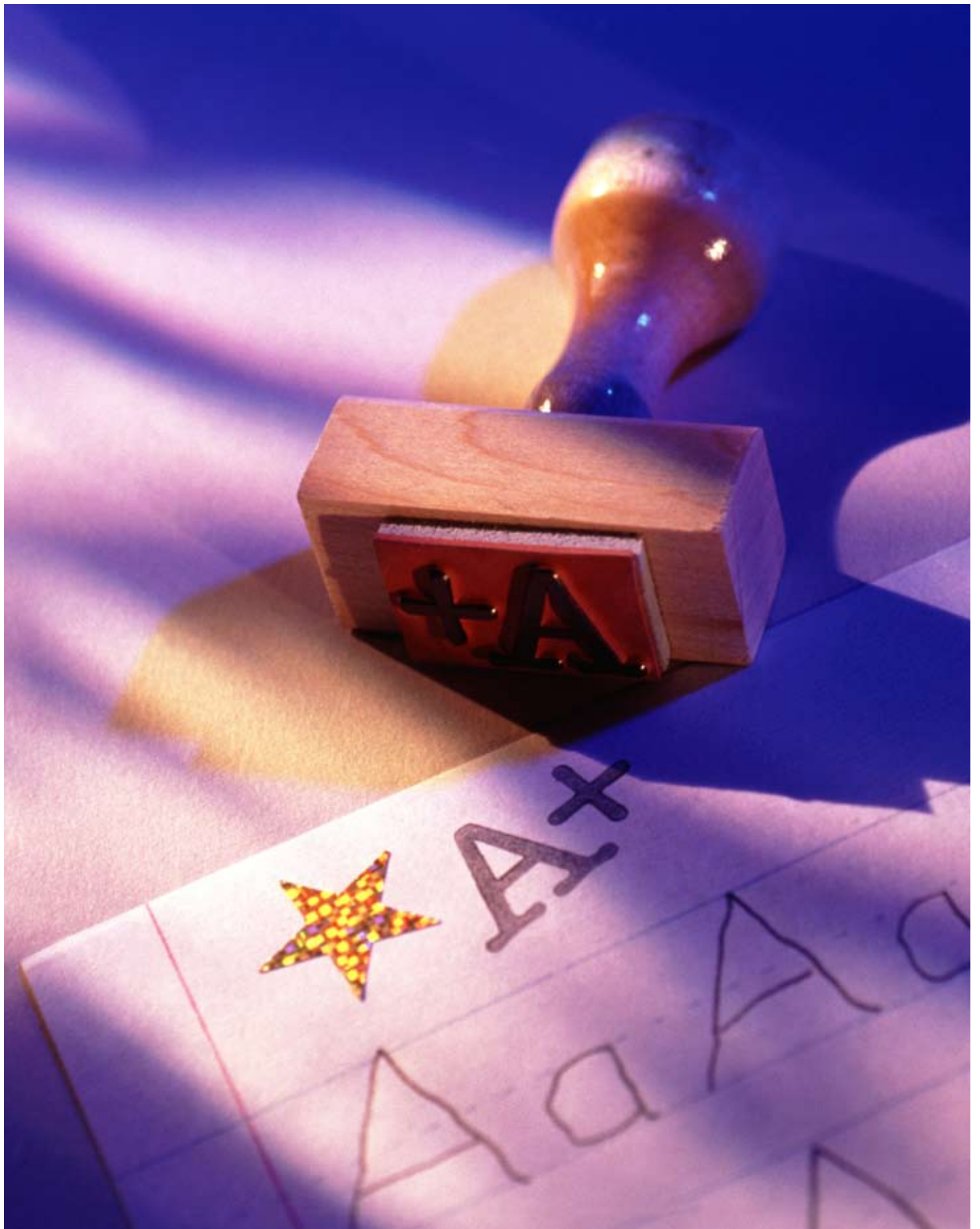
Additionally, a total of 168 overseas industry attachment placements for ITE students were secured under the ITE

Alumni Association Overseas Chapter with the signing of MoUs with eight industry partners in Shanghai, China.

International Certifications

Launched on 1 June 2007, the *Nitec International* in Automotive Technology (Light Vehicles) is the latest addition to the list of ITE international certifications, thanks to a licensing agreement signed between ITE subsidiary, ITE Education Services Pte Ltd and Singapore-based private training provider, CEH International Pte Ltd. The two-year course, conducted at the Shenyang Vocational & Technical Training Institute, Shenyang, China, brings the total number of ITE international-certification courses to five, as at 31 March 2008. The other courses are in Precision Engineering (Machining), Electronics (Computer & Networking), Business Studies (Administration), and Service Skills (Office).

star PERFORMANCE



Golden Results

FULL-TIME EDUCATION

ITE's full-time enrolment peaked to a record of 24,385¹ in FY 2007, compared to 23,876¹ in FY 2006. Student Success Rate saw a significant improvement, from 79 per cent in FY 2006 to 83 per cent in FY 2007.

In a Nutshell: FY 2007 Full-Time Programmes

Full-Time Enrolment¹	24,385
Full-Time Intake¹	14,425
Student Satisfaction Rate	95%



Thumbs-Up! ITE-conducted part-time programmes are well-received by participants.

Responding to dynamic and rapid changes in industry, ITE introduced eight new courses in FY 2007. The new courses were designed to help plug skilled manpower demands in emerging and high-growth sectors. They include *Higher Nitec* courses in Hospitality Operations, Business Studies (Event Management) and Mechanical & Electrical Engineering Design (with specialisation in Marine & Offshore Structure), as well as *Nitec* courses in Aerospace Avionics, Pastry & Baking, Hair Fashion & Design, Chemical Process Technology (Process Instrumentation) and Electrical Technology (Lighting & Sound).

¹ Excluding ITE Skills Certificate (ISC) courses, which are offered under a separate training framework for early school leavers (ESLs) with less than 10 years of general education.

Sweet Indulgence: Hands-on learning takes on a new meaning for Nitec in Pastry & Baking students.



PART-TIME COURSES AND INDUSTRY-BASED TRAINING

A total of 36,406 training places were taken up for ITE-conducted part-time programmes in FY 2007. This figure was lower than FY 2006's 42,018. The decline is expected, in line with improvements to the education system over the years, as most fresh entrants into the workforce would have at least a secondary education and possess basic skills required by industry, resulting in less people needing post-primary and secondary education training. Those who did take up ITE's part-time programmes gave a collective thumbs-up, as reflected by the 97 per cent Participant-Satisfaction Rate in a survey carried out for the year under review.

ITE's Industry-Based Training (IBT) Schemes registered a foreseeable dip to 102,452 training places, with more companies in the Certified On-the-Job Training Centre (COJTC) Scheme deciding to consolidate their operations, following the introduction of application and renewal fees by ITE since January 2006. In addition, the Business Studies and Electronics courses, which were formerly offered under the Approved Training Provider (ATP) Scheme, were transferred to the Local Licensing Scheme, managed by ITE's subsidiary, ITE Education Services Pte Ltd, with effect from FY 2007.

In a Nutshell: Part-Time Courses and IBT Schemes

ITE-conducted Training Places	36,406
[Comprising part-time Skills courses, General Education, Basic Education for Skills Training (BEST), Worker Improvement through Secondary Education (WISE), Train-The-Trainer, Short Courses, Customised Courses and Workforce Skills Qualification ²]	
Industry-Based Training Places	102,452
[Comprising Approved Training Centre (ATC), Certified On-the-Job Training Centre (COJTC), Approved Training Provider (ATP) and Local Licensing]	
Student Satisfaction Rate	97%

² In FY 2007, ITE collaborated with the Singapore Workforce Development Agency (WDA) to offer the Precision Engineering Workforce Skills Qualification (WSQ) to upgrade workers. For a start, a total of 180 training places were taken up. Moving forward, ITE will be progressively offering new WSQ programmes to support the Healthcare Support, Service, Tourism & Hospitality, Spa, Generic Manufacturing, Aerospace and Process sectors.



Brand New Campus: Artist's impression of the New ITE College West at Choa Chu Kang.

ON TARGET: DEVELOPMENT OF NEW REGIONAL CAMPUSES

Under the One ITE System, Three Colleges

Governance and Education Model, the planning and development of ITE College West and ITE College Central, targeted for completion by 2010 and 2012, respectively, made good progress.

The landmark design for the new ITE College West at Choa Chu Kang, envisioned as a “College of Excellence for Service Quality”, was unveiled by then-Minister of State for Education and Manpower, Mr Gan Kim Yong, on 18 February 2008. Gammon Capital Consortium was officially appointed as the Preferred Bidder for the project. With an Events Plaza, Convention Centre, Restaurants, Sky Walkway, Courtyards, Sports Village and functional buildings with first-of-its-kind Foliage Rooftops, the new College will not only create a strong presence in the western part of Singapore, but will simulate the environment in support of training for the

service and hospitality industry. When ready, the College will have the capacity for 7,200 full-time students and 8,000 adult learners taking part-time courses.

A Planning Committee was formed in August 2007 to formulate a development blueprint that outlined the vision, education philosophy, niche areas, concept and structure of the new ITE College Central at Ang Mo Kio. The new building will house state-of-the-art features that allow the College to specialise in design and integrated engineering services programmes.

When the two mega-campuses are ready, they will, together with ITE College East, which opened in 2005, create a new chapter for technical education in Singapore.

KEY ACCOLADES

For its commitment to organisational excellence and corporate responsibility, ITE achieved several key corporate awards in FY 2007. These include:



- **IBM Innovations Award in Transforming Government by Ash Institute, Harvard University**

ITE's programme, "Trail-Blazing Transformation in Singapore's Vocational and Technical Education", was named the winner in this prestigious global award on 25 September 2007 in Washington, DC.

- **Public Relations In the Service of Mankind (PRISM) 2008 Excellence Award – Outstanding Overall Corporate Reputation Enhancement Programme**

The PRISM Awards is organised biennially by the Institute of Public Relations to recognise outstanding achievements of individuals and organisations and their contributions in public relations projects conducted for the benefit of the Singapore community. That despite challenges faced, ITE had changed the mindset of the public and enhanced its public image through its corporate re-branding strategy impressed the panel of judges.

- **President's Social Service Award 2007**

ITE's seven-year-old SAFE Home Programme, in which teams of ITE student and staff volunteers visit the homes of senior citizens to install elderly-friendly features, such as grab bars and lever taps, has benefited more than 4,500 senior citizens in 25 HDB estates. For this community service initiative, ITE was presented the President's Social Service Award on 13 November 2007.

- **People Developer (PD) Renewal**

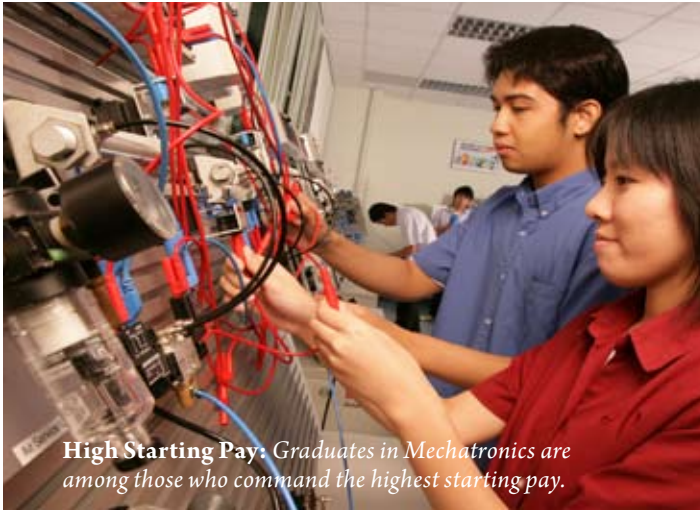
Certified as a People Developer in 2000, ITE successfully renewed its PD certification in January 2008, with a remarkable improvement of score, from Band 4 (400-449 points) obtained in 2004, to Band 5 (600-649 points).

- **Community Chest Award – SHARE Gold Award 2007**

ITE was presented with the SHARE Gold Award on 12 September 2007 in acknowledgement of its support and contributions towards the SHARE (Social Help and Assistance Raised by Employees) Programme, since its launch by the Community Chest of Singapore in 1984.

our GEMS





High Starting Pay: Graduates in Mechatronics are among those who command the highest starting pay.

Bright Sparks

ITE graduates continued to be well sought-after by employers in FY 2007, with more than nine in 10 securing a job within six months of graduation. Fresh ITE graduates also commanded a respectable gross mean monthly salary of \$1,390. A total of 2,482 ITE graduates progressed to the full-time (1,861) and part-time (621) Diploma courses at the five Polytechnics, giving a progression rate of 21 per cent.

In a Nutshell: Education Outcomes

83% Student Success Rate	10,862 Graduates (excluding ITE Skills Certificate courses)	21% Polytechnic Progression Rate (2,482 ITE Graduates)
93% Graduate Employment Rate		
93% Employers' Satisfaction with ITE Graduates	\$1,390 Gross Mean Monthly Salary	

Illuminating Young Lives

COME FLY WITH ME

Travels open minds. And that is exactly what the **Global Education Programme (GEP)**, a key programme under the *ITE Advantage* plan, aims to do for ITE students.

In FY 2007, a total of 1,754 ITE students, or 15 per cent of the student cohort, widened their horizons by taking part in overseas exposure programmes in 17 different countries, including Australia, Canada, China, Germany, India, Japan, Korea, USA and Vietnam. This was a 3 percentage-point increase in student participation over the previous year. Of the student cohort, 460 students or 4 per cent participated in programmes that earned them credit units towards their certifications.

One of the highlights in the GEP calendar for the year under review was the **first international ITE Student Seminar**. Held from 4 to 7 July 2007 in Hong Kong, the Seminar saw some 300 ITE students exchanging views and interacting with their counterparts from the Hong Kong Vocational Training Council.

The Student Seminar in Hong Kong was just one of the many programmes under the GEP framework that sought to prepare ITE students to become “world-ready” graduates. Other GEP activities include three-week to one-semester overseas student exchange programmes, industry attachments, community service trips, as well as sports and cultural activities.



Himalayas, Here We Come! *The ITE team with three Sherpas, on their way to Everest Base Camp. The Himalayan Expedition was organised as part of ITE's Global Education Programme (GEP).*

DREAM BIG, DREAM BOLD

ITE students also proved their mettle in the international arena, chalking up commendable results. In February 2008, an ITE team participated in the 22nd Annual Applied Power Electronics Conference (APEC) Micromouse Contest, held in Texas, USA, and emerged Champion in the Open Category, surpassing teams from the Massachusetts Institute of Technology (MIT), USA, as well as India, Japan, Korea and our local polytechnics.

The following month, eight students from ITE College East, accompanied by three staff members, braved extreme weather conditions to scale Island Peak in the Himalayan mountain range. One student and a staff member successfully conquered the 6,189-metre summit on 30 March 2008, after a challenging 10-hour climb from Base Camp.

staff SPARKLE





Beacons of Inspiration

TOTAL SYSTEM CAPABILITY

During FY 2007, ITE intensified the capability development of staff to respond to the fast-evolving technology and business environment, through a new **Total System Capability** initiative. The aim is to enhance the professional capabilities of staff in current and new areas, and integrate them across disciplines. The target is for 75% of academic staff to have the professional capability to “Do” or “Lead” in industry projects or consultancy work by 2012. One example of a consultancy project undertaken by staff in FY 2007 was the setting up of an Overseas Training & Test Centre at Dalian, China, to provide training in Electrical Installation, Rotating Equipment Fitting and Process Pipe Fitting to Chinese workers for Rotary Engineering Ltd under its Global Workforce Programme.

CENTRE OF EXCELLENCE FOR VOCATIONAL AND TECHNICAL EDUCATION (VTE)

The Centre for VTE was established in FY 2007 as a platform to strengthen the ITE Training System and enhance the professional standing of ITE's practices in curriculum, assessment, pedagogy, educational technology and student management. One of the tools developed during the year in review was *iDe'LITE*, an innovative pedagogic software for diagnosing and evaluating service performance. A joint project between the Educational Design & Technology Division at ITE Headquarters and ITE College West, *iDe'LITE* has the potential to be used as a training and learning tool-cum-sharing platform for education institutions and industry-based service training institutions.

PEOPLE EXCELLENCE, BUSINESS EXCELLENCE

As at 31 March 2008, there were 2,125 staff in service, comprising 1,405 academic and 720 non-academic staff. Between the teaching staff and students, there was a ratio of 1:17.

Training and development is an integral part of people development for lifelong employability at ITE. In FY 2007, 87 per cent of staff attained at least 100 learning hours. ITE kept its total investment in staff training, including overheads, at 4.2 per cent of payroll, for the year in review.

For its commitment to people excellence, ITE successfully renewed its People Developer (PD) Certification in January 2008, with a remarkable improvement of score, from Band 4 (400-449 points) obtained in 2004, to Band 5 (600-649 points), out of a maximum of 1,000 points. This signifies the vast improvements that ITE has made to enhance the capabilities of staff for organisational and people excellence.

CARE FOR STUDENTS

Under the Enhanced ITE Counselling Framework for Students, the range of counselling services was expanded during the year in review to enable ITE Colleges to better serve the diverse needs of students. With much of the student outreach and direct counselling services being delivered at the Colleges, counsellors from ITE Headquarters were deployed to be stationed full-time at each College, to increase the accessibility of counselling and guidance services to both College staff and students.



Union Appreciation: Mr Mok Soh Hah (extreme left), former President of the Union of ITE Training Staff (UITS); Mr Unnikrishnan Nambiar (second from right), Advisor to the ITE Administrative & Ancillary Staff Branch of the Amalgamated Union of Public Employees (AUPE); and Mr R Sinnakaruppan (extreme right), Advisor of UITS, were the recipients of the first ITE Service Appreciation Award for Union Leaders. Showing their appreciation are Mr Bruce Poh (in red tie), Director & CEO, ITE; Mr Bob Tan (third from left), Chairman, ITE; and Dr Ahmad Magad, Deputy Chairman, ITE.

MANAGEMENT-UNION RELATIONS

ITE continued to enjoy harmonious relations with its two staff unions – the Union of ITE Training Staff (UITS) and the ITE Administrative & Ancillary Staff Branch of the Amalgamated Union of Public Employees (AUPE). Apart from the annual ITE Management-Union Games held on 15 February 2008, a Service Appreciation Award was initiated in FY 2007 to thank Union Presidents and Advisors who have contributed significantly to a healthy industrial relations climate in ITE. Three deserving union leaders were presented with the inaugural award.

STAFF INNOVATION

Participation in employee innovation activities in FY 2007 was encouraging, with staff completing 230 team projects in all. This translated into a project ratio of 1.08, the same as in FY 2006. One team from ITE College East did well enough with their project, the “EnLITE Business Simulation System”, to win the ITE INNOVA Award and to be selected to share at the International Convention on Quality Control Circles held in Beijing, China, in October 2007. In addition, some 10,000 suggestions were submitted by staff in FY 2007, giving a suggestion ratio of 5.04.

STAFF RECOGNITION

ITE staff produced commendable results for the year under review. Besides the 174 staff who were promoted in FY 2007, a number of them received awards in recognition of their good work and dedicated service to ITE and Singapore:

National Day Awards 2007

Awarded to 5 ITE staff

National Day Awards 2007 – Long Service Medals

Awarded to 129 ITE staff

ITE Teacher Awards 2007

Awarded to 12 ITE staff

ITE Long Service Awards 2007

Awarded to 276 ITE staff



Well Done! Outstanding teaching staff are recognised for their dedication and commitment at the Annual ITE Teacher Awards.