

# Major Factors of Success and Failures in Preparing and Implementing Strategic Plan for an Academic Organisation

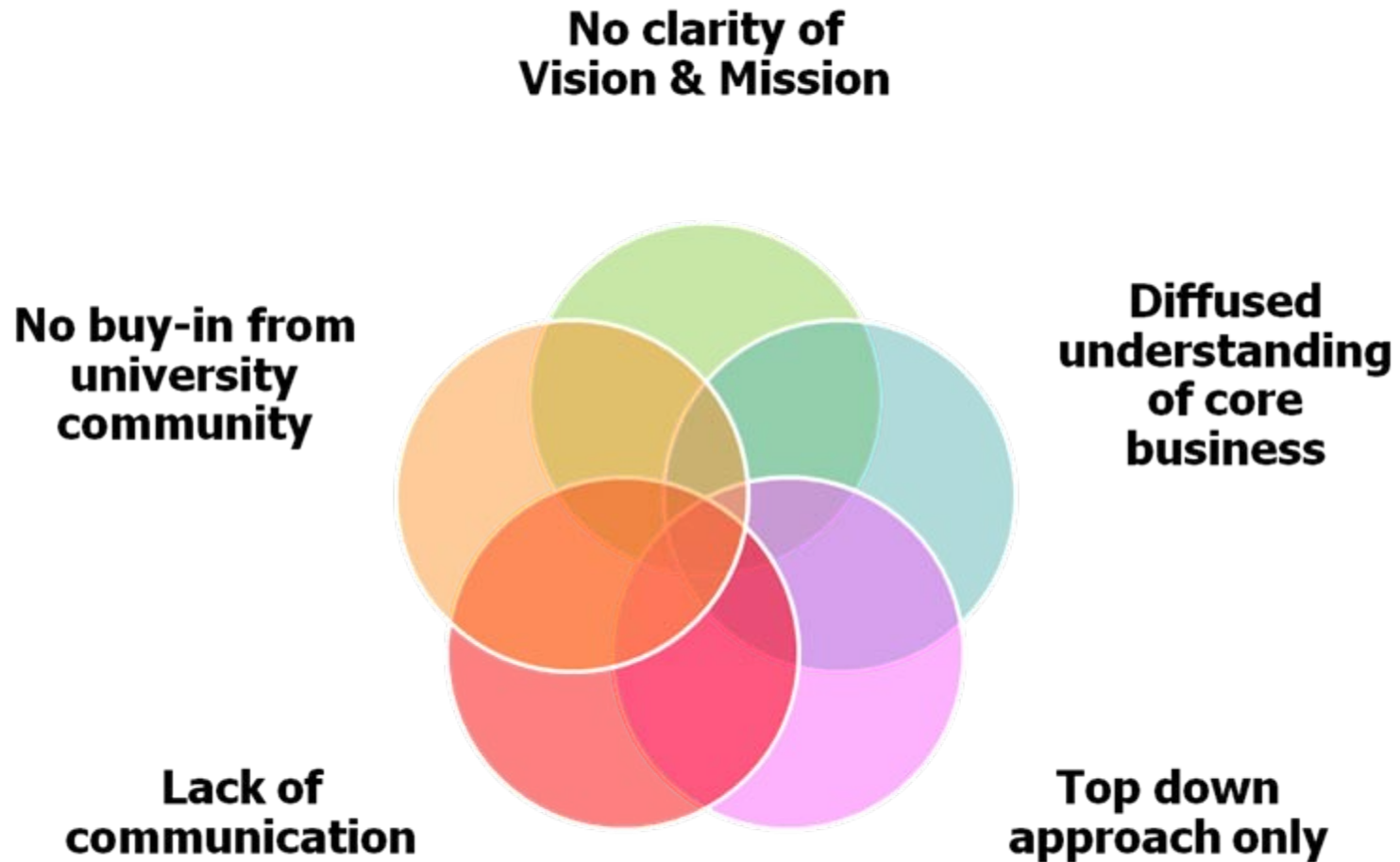
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# Major Factors that lead to Failures



## Global vision

Creating a world-class  
**Institute of Distinction**

## Twin Missions

Excelling in **Teacher Education**  
& **Education Research**

- As the national teacher training institute, NIE's mission is aligned to that of MOE in **meeting the changing needs of the Singapore education system** and **moulding the future of our nation**.
- As an autonomous institute of the Nanyang Technological University, NIE's vision is focused towards **contributing to NTU's standing as a great global university**.

**What does  
AN INSTITUTE  
OF DISTINCTION  
look like**

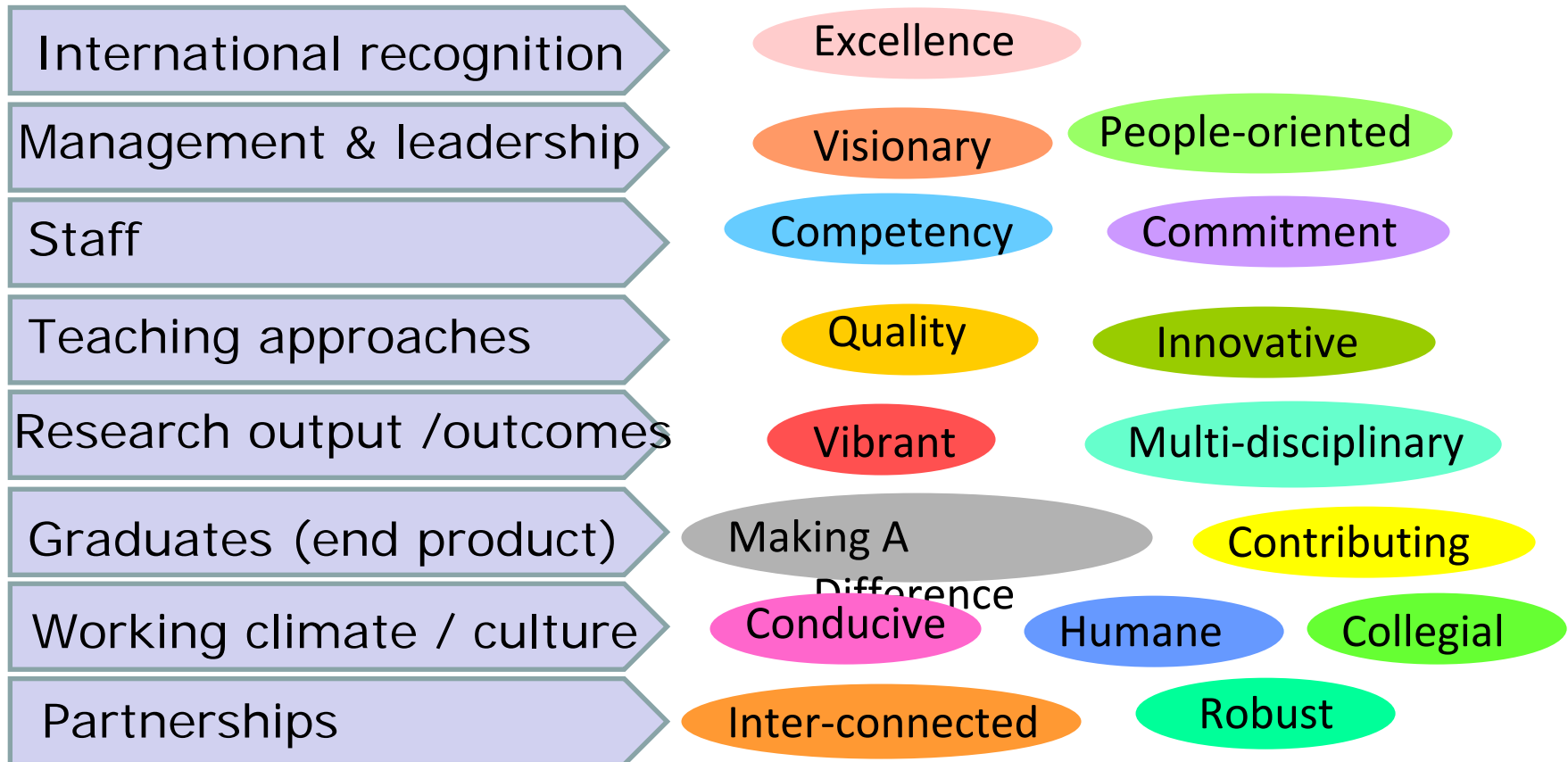


# The 8 Characteristic Features

*Bottom up and  
Top Down Approach*

## 8 Characteristic features

- Bottom up approach – views sought from NIE staff
- Key elements distilled



# 8 Characteristic Features

1. International recognition for excellence in teacher education
2. Visionary, people-oriented, open and effective management and leadership
3. Highly qualified, competent and committed staff
4. High quality and innovative teaching practices
5. Vibrant and multi-disciplinary research environment that produces excellent international research publications and applications
6. Quality graduates who excel and contribute significantly to society
7. Warm and conducive working climate which maximises staff potential, interaction and cooperation
8. Continuing and enhanced relationship within NTU and with MOE, alumni, industry, international organisations and institutions

# Need to keep track – KEY PERFORMANCE INDICATORS

## Why have KPIs ?

1. Defines goals and targets to be achieved for each Characteristic Feature to reflect distinction
2. Need for empirical measures to track performance
3. Need for performance benchmarks to identify both areas of excellence and areas for improvement

# NIE's Key Performance Indicators

## CF1 : International recognition for excellence in teacher education

- KPI 1 :** No. of official VIP visits from **foreign** delegations and higher education institutions
- KPI 2 :** **10%** of acad staff invited for keynote addresses, plenary lectures, paper presentations at **international fora**
- KPI 3 :** **20%** of acad staff provided editorial consultancies for **internationally refereed journals** or served as editors for proceedings of **international conferences**
- KPI 4 :** **10%** of acad staff served as **external examiners** or consultants to academic programmes /PhD theses in **overseas universities**
- KPI 5 :** **20%** of acad staff participated in **international research projects**

# NIE's Key Performance Indicators

## CF1 : International recognition for excellence in teacher education

- KPI 6 : **15%** of acad staff served on **international boards**
- KPI 7 : **At least 5 Distinguished Professors** of international repute appointed to NIE
- KPI 8 : **At least 10 overseas scholars** on sabbatical and research attachments to NIE
- KPI 9 : **Ratio** of students to total academic staff at least **14:1**  
[*KPI is in line with international benchmarks*]
- KPI 10 : **Percentage** of **higher degree graduands** over total number of graduands  
[*new KPI – baseline performance target yet to be determined*]

# NIE's Key Performance Indicators

**CF2 : Visionary, people-oriented, open and effective management and leadership**

**KPI 11 : Positive ratings** of staff perception of **management and leadership**

*[KPI data is taken from staff surveys. New performance standard will be derived from 2008 survey data].*

# NIE's Key Performance Indicators

## CF3 : Highly qualified, competent and committed staff

**KPI 12** : Average Teaching Index of at least **80%** -of **positive feedback** from trainee teachers

**KPI 13** : **85%** of academic staff with **PhDs**

**KPI 14** : **70%** of academic staff with **formal teaching qualifications**

**KPI 15** : **10%** of academic staff are **full professors**

**KPI 16** : **Positive ratings** on quality of **administrative and support staff**

*[KPI data is taken from staff surveys. New performance standard will be derived from 2008 survey data ]*

# NIE's Key Performance Indicators

## CF4 : Highly quality and innovative teaching approaches

- KPI 17 :** **Positive ratings** for **satisfaction level** with quality and innovative teaching approaches used by staff
- KPI 18 :** **80%** of modules conducted in **ICT-enriched** environment
- KPI 19 :** **At least 10** high quality and innovative **teaching approaches** introduced over a 3 year cycle

# NIE's Key Performance Indicators

**CF5 : Vibrant and multi-disciplinary research environment that produces excellent international research publications and applications**

- KPI 20 :** At least **0.60 international refereed journal papers** per academic staff
- KPI 21 :** At least **0.30 books** per academic staff
- KPI 22 :** At least **0.25 chapters** per academic staff
- KPI 23 :** At least **0.50 conference proceedings** per academic staff
- KPI 24 :** At least **2 national / international research awards** academic year
- KPI 25 :** **90%** of professorial staff to be **research active** (by 2012)

# NIE's Key Performance Indicators

**CF5 : Vibrant and multi-disciplinary research environment that produces excellent international research publications and applications**

- KPI 26 :** At least **0.10 new research projects** per academic staff
- KPI 27 :** **25%** of all research projects to be **collaborations** between AGs and research centres
- KPI 28 :** At least **10%** of overall research funding to come from **non-MOE funding** (external competitive research funding)
- KPI 29 :** **Research income** per academic staff  
*[New KPI that aims to measure growth in research output vis a vis staff costs. Baseline yet to be determined]*
- KPI 30 :** **Percentage** of **research funding** over total budget  
*[New KPI that aims to measure growth in research funding. Baseline yet to be determined]*

# NIE's Key Performance Indicators

**CF6 : Quality graduates who excel and contribute significantly to society**

**KPI 31 :** **Positive ratings** for principals level of satisfaction with quality of **NIE graduates**

# NIE's Key Performance Indicators

**CF7: Warm and conducive working climate which maximises staff potential, interaction and cooperation**

**KPI 32 :** **Positive ratings** on level of staff satisfaction

*[KPI data is taken from staff surveys. New performance standard will be derived from 2008 survey data ]*

# NIE's Key Performance Indicators

**CF8: Continuing and enhanced relationship within NTU, and with MOE, alumni, industry, international organisations and institutions**

- KPI 33 :** **50%** of staff involved in providing **consultancies** to external agencies
- KPI 34 :** At least **0.10 collaborative projects** per staff involving NTU, MOE, schools, industries, international institutions
- KPI 35 :** At least **10 active MOUs** per academic year
- KPI 36 :** At least **3 new MOUs** per academic year
- KPI 37 :** **30%** academic staff involved in **boards / committees** in MOE, schools and industry

# The 333 Roadmap

# Review, Revise, Re-align

KPIs must be :

- **Relevant** to NIE's core mission and strategy
- **Responsive** to changes in the external and internal landscape that may have impact on NIE achieving its vision
- **Constantly reviewed and adapted** to keep up with global trends and international standards

Since the 333 Roadmap was launched, the key question asked :  
***Do we still have the right measures to help us gauge if we are heading on the right track towards our target destination ?***

# A Process of Continuous Improvement

In the last year, the following changes have been made :

- New KPIs have been added
- Some KPI dimensions/definitions have been revised
- Performance standards adjusted upwards
- International benchmarks have been assigned to KPIs where relevant and meaningful
- Search continues for appropriate performance targets for KPIs with qualitative results.

# Thank You