

LIST OF MEMBERS AND TERMS OF REFERENCE FOR ASPIRE COMMITTEE

ASPIRE Steering Committee

S/N	Name	Designation
Chairperson		
1	Ms Indranee Rajah	Senior Minister of State, Ministry of Law and Ministry of Education
Members		
2	Mr Jonathan Asherson	Regional Director (ASEAN and Pacific), Rolls-Royce
3	Mr Boo Kheng Hua	Principal & Chief Executive Officer (CEO), Temasek Polytechnic (TP)
4	Mr Gonzalo Ruiz Calavera	Senior Executive Vice President, Human Resources, Siemens (Asia/ Australia)
5	Ms Chan Lai Fung	Permanent Secretary, Ministry of Education
6	Mr Chan Lee Mun	Principal & CEO, Nanyang Polytechnic (NYP)
7	Prof Cheong Hee Kiat	President, SIM University
8	Mr Chia Mia Chiang	Principal, Ngee Ann Polytechnic (NP)
9	Mr Choo Chiau Beng	Senior Advisor, Keppel Corporation
10	Mr Douglas Foo	Chairman and CEO, Sakae Holdings Ltd
11	Mr Markus Froehlich	Managing Director (MD), Nestlé R&D Center Pte Ltd Singapore
12	Ms Ho Peng	Director-General of Education, Ministry of Education
13	Mr R Jayachandran	Non-Executive Chairman, Olam International Ltd
14	Ms Ayesha Khanna	CEO, Urban Intel/ Editorial Director, Look Ahead at The Economist Group/ Director, Hybrid Reality Institute
15	Dr Lim Boon Huat	MD, Rohde & Schwarz Asia Pte Ltd
16	Mr Loh Khum Yean	Permanent Secretary, Ministry of Manpower
17	Ms Olivia Lum	Executive Chairman and Group CEO, Hyflux Ltd
18	Mr Ng Cher Pong	Chief Executive (CE), Singapore Workforce Development Agency (WDA)
19	A/Prof Benjamin Ong	Director of Medical Services, Ministry of Health
20	Mrs Ow Foong Pheng	Permanent Secretary, Ministry of Trade and Industry
21	Mr Pradeep Pant	Business Consultant
22	Mr Pek Lian Guan	CEO, Tiong Seng Holdings Ltd
23	Mr Bruce Poh	Director & CEO, Institute of Technical Education (ITE)
24	Dr Huck Poh	General Manager (GM), Pulau Bukom Manufacturing Site/ Manufacturing Director, Shell Eastern Petroleum (Pte) Ltd
25	Mr Suhaimi Rafdi	CEO, Cathay Organisation Holdings Ltd
26	Mr Joshua Soh	MD, Singapore & Brunei, Cisco Systems
27	Mr Tan Choon Shian	Principal & CEO, Singapore Polytechnic (SP)
28	Mr Gary Tan	Head Global Markets and Co-Head Wholesale Bank, Singapore, Standard Chartered Bank
29	Mr Tan Kai Hoe	CE, SPRING Singapore
30	Mr Tan Puay Hin	Regional CEO (Southeast Asia), PSA International Pte Ltd
31	Prof Tan Thiam Soon	President, Singapore Institute of Technology
32	Prof Raj. Thampuran	MD, Agency for Science, Technology and Research (A*STAR)
33	Mr Clarence Ti	CE, Vital
34	Mr Yeo Li Pheow	Principal & CEO, Republic Polytechnic (RP)
35	Mr Yeoh Keat Chuan	MD, Singapore Economic Development Board (EDB)

Terms of Reference for ASPIRE Steering Committee

1. Recommend strategies to strengthen the applied education pathways, in partnership with industry, to enhance career and academic progression for Polytechnic and ITE graduates;
2. Recommend strategies to better match students' strengths and interests to applied education pathways and opportunities, and examine supporting mechanisms to increase their chances of success; and
3. Recommend strategies to strengthen the Polytechnics and ITE's involvement in industrial research, innovation and enterprise (RIE) activities to enhance the currency and effectiveness of teaching and learning, and allow the polytechnics and ITE to contribute more directly to industry and the knowledge economy through RIE activities that also support their academic mission.

Review Committee 1: Strengthening Applied Pedagogy and Industry Links

S/N	Name	Designation
Co-Chairpersons		
1	Dr Lim Boon Huat	MD, Rohde & Schwarz Asia Pte Ltd
2	Mr Tan Choon Shian	Principal & CEO, Singapore Polytechnic
Members		
3	Mr Christian Burdin	MD, South East Asia, Festo Pte Ltd
4	Mr Chan Tee Seng	CEO, NTUC First Campus Co-operative Ltd
5	Mr Khoong Hock Yun	Assistant CE, Infrastructure and Services Development, Infocomm Development Authority of Singapore
6	Mr Thilo Krapfl	Director & Plant Manager, Evonik Oil Additives Asia Pacific Pte Ltd
7	Ms Lee Yan Hong	MD and Head Group Human Resources, DBS Bank Ltd
8	Ms Caroline Lim	Global Head of Human Resource and Corporate Affairs, PSA International Pte Ltd
9	Ms Lim Yee Fong	Site Director, Abbott Manufacturing Singapore
10	Ms Jayanthi Manian	Director, Chase Resource Management Pte Ltd
11	Mr Aziz Amirali Merchant	Executive Director, Keppel Offshore & Marine Technology Centre (KOMtech)/ Executive Director (Engineering), Keppel FELLS
12	Dr Moh Chong Tau	President & CEO, Makino Asia Pte Ltd
13	Mr Mohd K Rafin	Chief Corporate Officer, Park Hotel Group
14	Mr Saw Ken Wye	CEO, CrimsonLogic
15	Mr Darshan Singh	Director, Human Capital Development Division, SPRING Singapore
16	Mr Alvin Tan	Assistant Managing Director, EDB
17	Mr Gerry Tan	MD, Griffin Kinetic Pte Ltd
18	Mr Tan Seng Hua	Deputy CEO (Academic), ITE
19	Mr Teo Eng Dih	Director Manpower, Ministry of Defence
20	Ms Teoh Zsin Woon	Deputy Secretary (Development), Ministry of Health
21	Mr James Wong Kok Oon	Deputy Secretary (Policy), Public Service Division/ Secretary, Public Service Commission

Terms of Reference for Review Committee 1

Recommend strategies to strengthen the applied education pathways, in partnership with industry, to enhance career and academic progression for Polytechnic and ITE graduates.

- Examine how to deepen skills training in Polytechnic and ITE students to better prepare them for industry, such as through intensive work-study schemes;
- Explore the feasibility of skills frameworks for relevant industries;
- Examine how to enhance career and academic progression pathways for Polytechnic and ITE graduates; and
- Identify critical success factors of work-study schemes, and possible pilot programmes, sectors and employers.

Review Committee 2: Enhancing Students' Success

S/N	Name	Designation
Co-Chairpersons		
1	Mr Ng Cher Pong	CE, WDA
2	Mr Clarence Ti	CE, Vital
Members		
3	Mr Ang Kong Keng	Senior Lecturer, Electrical Engineering Division, School of Engineering, Ngee Ann Polytechnic
4	Mr Boo Jun Feng	Filmmaker
5	Ms Christophane Foo	Director, Human Resource and Organisation Development, SPRING Singapore
6	Dr Goh Mong Song	Deputy Principal (Academic), ITE College West
7	Ms Goh Wan Yee	Director, Human Capital, EDB
8	Mr Edmond Khoo Keng Gie	Deputy Principal, Temasek Polytechnic
9	Prof K. Ranga Krishnan	Dean, Duke-NUS Graduate Medical School/ Professor, Neuroscience & Behavioral Disorders Programme
10	Mr David Leong	MD, PeopleWorldwide Consulting Pte Ltd
11	Ms Liew Wei Li	Director, Student Development Curriculum Division, Ministry of Education
12	Mr Kulshaan Singh	Senior Client Partner (Southeast Asia), Aon Hewitt Singapore Pte Ltd
13	Mr Gilbert Tan	CEO, Employment and Employability Institute
14	Mr Thambyrajah T	Registrar, Nanyang Polytechnic
15	Mr Alexander Trost	Vice President, HR (Asia Pacific), Infineon Technologies Asia Pacific Pte Ltd
16	Mr Tui Jurn Mun	Deputy Director, Office of Industry Collaboration, Republic Polytechnic

Terms of Reference for Review Committee 2

Recommend strategies to better match students' strengths and interests to applied education pathways and opportunities, and examine supporting mechanisms to increase their chances of success.

- Examine strategies to strengthen educational and career guidance services for Polytechnic, ITE and secondary school students;
- Recommend strategies to encourage Polytechnic and ITE graduates to participate in Continuing Education and Training and lifelong learning; and
- Examine supporting mechanisms for Poly and ITE students who are not meeting their full potential, particularly students at risk of attrition.

Review Committee 3: Strengthening Research, Innovation and Enterprise

S/N	Name	Designation
Co-Chairpersons		
1	Mr Chan Lee Mun	Principal & CEO, Nanyang Polytechnic
2	Prof Raj. Thampuran	MD, A*STAR
Members		
3	Mr Ang Yuit	MD, The Adventus Consultants Pte Ltd
4	Ms Irene Cheong	Director, Industry Liaison Office, National University of Singapore
5	Dr Steven Fang	Partner, Clearbridge Accelerator
6	Mr Gian Yi-Hsen	Director, Industry Identification and Incubation, EDB
7	Ms Ho Yean Fee	Group Director, Products & Innovation, SAP Pte Ltd
8	Mr Peter Lam Kok Wai	Deputy Principal & Registrar, Ngee Ann Polytechnic
9	Mr Liau Eng Soon	Director, Technology Adoption Programme, A*STAR
10	Dr Lim Kiang Wee	Executive Director, CREATE
11	Mr Lo Kien Foh	MD, Continental Automotive Singapore Pte Ltd
12	Mr Leslie Loh	MD, Red Dot Ventures
13	Mr Declan MacFadden	President, Flavour & Nutrition, Asia Pacific, Symrise Asia Pacific Pte Ltd
14	Mr Neo Kok Beng	President & CEO, AWAK Technologies Pte Ltd
15	Dr Kay Segler	Senior Vice President, BMW
16	Mr Soh Sze-Wei	Divisional Director, Curriculum and Education Development, ITE
17	Mr Tan Kai Hoe	CE, SPRING Singapore
18	Mr Theodore Tan	MD, The Biofactory Pte Ltd
19	Mr Vincent Tan Chor Khoon	MD, Select Group Ltd
20	Mrs Yeung Geak Hong	Director, Human Resource, Singapore Polytechnic

Terms of Reference for Review Committee 3

Recommend strategies to enhance collaboration between the Polytechnics/ITE and industry in industrial research, innovation and enterprise (RIE) to raise the currency and effectiveness of teaching and learning, and allow the polytechnics and ITE to contribute more directly to industry and the knowledge economy through RIE activities that also support their academic mission.

- Propose strategies and initiatives, which could include adjustments to academic programmes and personnel policies, to enhance the currency and effectiveness of teaching and learning through greater involvement in research, innovation and enterprise activities; and
- Identify potential areas of specialisation for the polytechnics and ITE in which they can make strong contributions to industry that support their academic mission.

Engagement Committee

S/N	Name	Designation
Chairman		
1	Mr Heng Guan Teck	Deputy Principal, RP
Members		
2	Ms Zalina Ariffin	Course Manager (Diploma in Mass Communications), NP
3	Mr Russell Chan Wai Meng	Director (Planning & Projects Office), NP
4	Mr Greg W K Chew	Deputy Director (Media, School of Design and Media), ITE
5	Ms Chua Ai Lian	Deputy Director (Corporate & International Development), ITE
6	Ms Gan Su-lin	Principal Academic Staff, RP
7	Mr Santokh Singh Grewal	Director (Communications & Outreach), NYP
8	Ms Low Lay Leng	Deputy Director (Corporate Planning & Communication), SP
9	Ms Georgina Phua	Director (School of Digital Media & Infocomm Technology), SP
10	Mr Daniel Tan Kim Khoon	Director (School of Interactive & Digital Media), NYP
11	Mr Benjamin Tan Beng Jin	Assistant Director (Capability and Industry) School of Hospitality, RP
12	Mr Raymond Teo	Director (Student and Alumni Affairs Department), TP
13	Ms Mary Thomas	Senior Lecturer (School of Business), TP

Terms of Reference for Engagement Committee

Lead and facilitate efforts to engage key stakeholders, particularly students, alumni, parents, teachers and staff of Polytechnics and the ITE, to ensure that recommended strategies to strengthen applied education pathways and opportunities will more effectively match our students' strengths, interests and aspirations.

- Lead and implement effective dialogues and engagements with students, alumni, parents, teachers and staff of every Polytechnic and the ITE, to understand student aspirations, fundamental drivers of their aspirations, how they make their education and career choices, and their perceptions towards applied learning and continuing education and training;
- Support the outreach efforts of ASPIRE by helping Polytechnic and ITE students understand the review and policy considerations, and providing opportunities for them to contribute their views;
- Analyse the feedback received for the Steering Committee and Review Committee; and
- Review and suggest on-going improvements to ASPIRE-related engagement initiatives to ensure their effectiveness.