

CALEB CHAN NGAI HON

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POLICY-TO-IMPLEMENTATION OPERATOR | EDUCATION SYSTEMS, ANALYSIS & DELIVERY

Education systems professional working where policy, analytics, delivery architecture, and user-facing workflows meet. Direct Ministry of Education experience across higher-education funding, safeguarding implementation, quality assurance, and postgraduate planning for Singapore's six autonomous universities, including reforms that unlocked ~SGD 99M and supported ~SGD 50M in funding reallocation. Multi-campus Mathematics Dean leading curriculum, analytics, digital learning, and AI-enabled teaching across five campuses and ~1,000 students, with dashboards and review rhythms that leaders actually use. School-side work serves as implementation proof, including whole-school wellbeing and intervention systems that reduced bullying and improved outcomes for low-progress learners. MSc in Education Futures focused on systemic change, futures thinking, and the role of digital and AI tools in education systems.

CORE CAPABILITIES

- Education systems strategy, funding policy and governance.
- Programme and delivery architecture across universities and multi-campus schools.
- Dashboard and analytics design for leaders; review rhythms and progress assurance.
- Cross-site implementation discipline and operating models that travel across contexts.
- Curriculum and assessment across IB and Cambridge frameworks; digital learning and AI in education.
- Whole-school wellbeing, safeguarding, and intervention systems as implementation environments.

EXPERIENCE

Multi-Campus Analytics, Curriculum & AI | Singapore International School of Bangkok | Aug 2023 – Present

Official title: Dean, Mathematics, Secondary-Sixth Form

- Provided cross-campus leadership for Mathematics across five campuses, coordinating priorities, improvement plans, and resourcing for ~1,000 students.
- Built and iterated a cross-campus analytics tool and dashboards used by campus heads in monthly reviews, embedding a shared operating rhythm around progress, risk, and interventions.
- Architected learning analytics systems tracking attainment, progress, and wellbeing, enabling leaders to identify needs, design interventions, and monitor impact over time.
- Led mathematics improvement strategy by synthesising IB Diploma Programme and Cambridge frameworks into a coherent group curriculum and assessment plan.
- Designed and delivered professional learning for teachers and middle leaders on blended learning, assessment, and digital tools, achieving around 80% adoption of AI-enabled tools at the main campus.
- Scoped and refined simple digital and process solutions (e.g. parent-facing scheduling and queuing workflows) with internal teams and vendors, using feedback to reduce friction in everyday interactions.

Education Policy & Systems Lead | Higher Education Policy Division, MOE, Singapore | Jan 2022 – Jul 2023

Official title: Senior Manager, University Policy

- Managed higher-education policy work across funding, quality assurance, safeguarding, and postgraduate planning for Singapore's six autonomous universities.
- Prepared options analyses and trade-off briefs for senior leaders and political office holders, balancing fiscal constraints, institutional differentiation, and student experience.
- Restructured a university matching-grant policy, helping unlock approximately SGD 99 million in donations-linked funding for the system.
- Reviewed postgraduate funding policy and supported reallocation of around SGD 50 million towards more suitable ministries and priorities.
- Led cross-agency coordination and implementation monitoring on COVID-era safeguarding and quality assurance, work recognised with the COVID-19 Resilience Medal.
- Translated urgent policy intent into governance structures, monitoring mechanisms, and operating expectations for universities, regulators, and partner ministries.

Systems & Student Development Lead | Peicai Secondary School, Singapore | Jul 2016 – Dec 2021

Official title: Head, Student Leadership & Well-being

- Authored and embedded the school's Ecosystem of Care, a whole-school framework for wellbeing, safeguarding, and intervention that clarified roles, pathways, and routines.
- Contributed to a reduction in bullying of roughly 35% by aligning pastoral structures, data use, and follow-up routines around a single care architecture.
- Helped double pass rates for low-progress learners through coordinated academic and pastoral systems, using data to target support, track progress, and adjust interventions.
- Led or supported multi-professional casework and referral processes, ensuring that complex student needs moved through clear pathways with accountability and review.
- Taught Mathematics and used classroom and co-curricular settings as implementation environments for leadership, wellbeing, and intervention systems.

EDUCATION

MSc Education Futures (Expected Aug 2026) | University of Edinburgh

Focus on systemic change, futures thinking, digital and AI tools, and policy evaluation.

- Focus on systemic change, futures thinking, digital and AI tools, and policy evaluation in education systems.
- Designed and facilitated workshops with students in Thailand using visioning and backcasting to explore preferred futures for student voice, leadership, and influence, then identify practical steps from their current context.
- Encoded qualitative workshop data into coded datasets and used thematic analysis to surface patterns and blind spots in how participants imagine leadership, voice, and institutional change.
- Applied narrative and utopian methods, influenced by Ruth Levitas's "utopia as method," to critically analyse how MOE's Character and Citizenship Education curriculum frames ideal futures and citizenship in Singapore.

BSc (Hons) Applied Mathematics | National University of Singapore

Postgraduate Diploma in Education | Nanyang Technological University

SELECTED DEVELOPMENT & CREDENTIALS

Digital learning & AI: AI in education, digital pedagogy, blended learning, learning analytics, data-informed intervention design.

Curriculum & assessment: Curriculum alignment across IB and Cambridge, assessment design, dashboard design for academic leaders, professional learning design and facilitation.

Leadership & systems: Whole-school care architecture, safeguarding and anti-bullying frameworks, student leadership and voice, conference and stakeholder-platform design.