

Nanyang Technological University
Executive Summary of the Board of Trustees Meeting held on 18 November 2025

Present : Board of Trustees (Quorum met)
In attendance : President's Council

Opening Remarks

1. The Board Chair welcomed a new Trustee to the Board.

Item 1 – Confirmation of Minutes

2. The minutes of the Board meeting held on 21 August 2025 were confirmed.

Item 2 – Matters Arising from Minutes of Board Meeting held on 21 August 2025

3. The Board noted updates on the following:
 - a. development of the gift shop and its integration into visitor and alumni engagement activities.
 - b. ongoing exploration of possible options for the future of the Chinese Heritage Centre.
 - c. refinement of the University's brand narrative.
 - d. progress of partnership discussions with an overseas institution.
 - e. details on funding support for students participating in the University's Signature Programmes.

Item 3 – Matters from Board Committee Minutes

4. The Board received updates from the following Board Committees:
 - a. **Academic Affairs Committee** Strategies to enhance the Trustees' engagement and dialogue with academic units.
 - b. **Alumni and Development Committee** Fundraising achievements, expansion of donor engagement and alumni outreach initiatives.
 - c. **Audit and Risk Committee** Data governance enhancements, cybersecurity initiatives, auditor appointments and compliance and internal audit matters.
 - d. **Board Executive Committee** Financial outlook, significant collaborations, asset management and digital infrastructure matters.
 - e. **Campus Vibrancy Committee** Approval of the campus vibrancy master plan and progress on campus vibrancy initiatives.
 - f. **Investment Committee** Investment performance and portfolio benchmark updates.
 - g. **Nominating Committee** Recommendations relating to honorary appointments.

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| h. Remuneration Committee | Leadership frameworks and remuneration structures for senior academic leaders. |
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Item 4 – Declaration of Interests of Board Members

5. No declarations were made since the last declaration on 10 November 2025.

Item 5 – President’s Report to the Board

6. The President reported on the University’s progress across key pillars:
 - a. **Talent** Recruitment progress, including early-career and high-calibre hires, and efforts to strengthen the local talent core.
 - b. **Education** Student outcomes, global engagement initiatives and long-term academic partnerships.
 - c. **Research, Innovation and Enterprise** Artificial intelligence-related research developments, industry collaborations and the establishment of an innovation-focused venture fund.
 - d. **Administration** Recognition for sustainability initiatives and updates on senior appointments.
7. The President also provided an update on the key takeaways from the Board Offsite 2025, including reiteration of the University’s strategic pillars and the refined brand narrative.

Item 6 – NTU Network as a Service (NaaS)

8. The Board received an update on the proposed NaaS strategy for the campus-wide wireless network.

Item 7 – Student Experience Survey 2025

9. The Board was updated on the survey findings, which reflected year-on-year improvements across the students’ satisfaction, development, engagement and wellbeing.

Item 8 – College of Computing and Data Science (CCDS) Strategic Overview

10. The Board received a strategic update on CCDS, including faculty recruitment progress, curriculum transformation to incorporate generative-AI-enabled learning and key research priorities in computing, data science and related emerging fields.

Item 9 – Board Evaluation Survey 2025

11. The Board received updates from the externally appointed auditor on the results and discussed the key findings.