

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.

- h. **Remuneration Committee** Leadership frameworks and remuneration structures for senior academic leaders.

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.