

Nanyang Technological University
Executive Summary of the Board of Trustees Meeting held on 21 August 2025

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

Opening Remarks

1. The Board Chair welcomed the Trustees.

Item 1 – Confirmation of Minutes

2. The minutes of the Board meeting held on 22 May 2025 were confirmed.

Item 2 – Matters Arising from Minutes of Board Meeting held on 22 May 2025

3. The Board noted the following:
 - a. development of a visitor engagement and merchandise programme;
 - b. forthcoming Board Evaluation Survey 2025 to be conducted by the independent coordinator;
 - c. feasibility study for a new postgraduate programme;
 - d. international research project on retirement protection gaps; and
 - e. overview of the University's intellectual property strategy, expenses and licensing revenue.

Item 3 – Matters from Board Committee Minutes

4. The Board received updates from the following Board Committees:
 - a. **Academic Affairs Committee** Approval of two new master's programmes and amendments to the Academic Affairs Committee terms of reference.
 - b. **Alumni and Development Committee** Fundraising achievements and utilisation, review and improvement of governance of the University's fundraising framework and processes, phased launch of new digital platform and the appointment of a Trustee as a new committee member with effect from 1 August 2025.
 - c. **Audit and Risk Committee** External auditor re-appointment for financial year (FY) 2025, upcoming audit tender, approval of Group's audited financial statements, cybersecurity enhancements, compliance and internal audit update.
 - d. **Board Executive Committee** Financial support plans for the Chinese Heritage Centre, sinking fund review and global branding initiatives.
 - e. **Campus Vibrancy Committee** Wayfinding enhancements, project prioritisation and development of the Campus Vibrancy Master Plan.
 - f. **Investment Committee** Influence of macroeconomic conditions on fund performance, portfolio positioning and anticipated inflows.

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| g. | Nominating Committee | Pro-Chancellor succession plans. |
| h. | Remuneration Committee | Leadership attributes review, succession planning and alignment of compensation framework. |

Item 4 – Declaration of Interests of Board Members

5. No declarations were made since the last declaration on 16 July 2025.

Item 5 – President’s Report to the Board

6. The President reported on the University’s progress across key pillars:
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| a. | Talent | Strong recruitment progress, supported by the national grant support scheme and emphasis on retention. |
| b. | Education | Improved quality of student intake, growth in continuing education and training programmes and enhanced support measures to strengthen student preparedness. |
| c. | Research | Faculty achievements, development of major research collaborations and establishment of new research initiatives. |
| d. | Rankings | The University’s performance in global university rankings. |
| e. | International Partnerships | Progress on the establishment of a joint college and deepening collaborations with global institutions. |

Item 6 – Narrative and Positioning of NTU

7. The Board discussed the evolution of the University’s brand narrative.

Item 7 – Draft Audited Financial Statements for FY2024

8. The Board approved the University’s audited financial statements for the year ended 31 March 2025, the Trustees’ Statement and the re-appointment of external auditors.

Item 8 – National Institute of Education (NIE) Strategy

9. The Board received an update on NIE’s strategic plan, focusing on future learning, research, talent development and campus innovation, with discussion on areas of collaboration within the University.

Item 9 – Academic Admissions Exercise 2025

10. The Board received an update on the admissions exercise for academic year 2025, including student intake, scholarships and the launch of the NTU Honours College.