

Nanyang Technological University
Executive Summary of the Board of Trustees Meeting held on 25 February 2025

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

Opening Remarks

1. The Board Chair welcomed the Trustees to the first Board meeting of 2025.

Item 1 – Confirmation of Minutes

2. The minutes of the Board meeting held on 26 October 2024 were confirmed.

Item 2 – Matters Arising from Minutes of Board Meeting held on 26 October 2024

3. The Board noted that executive summaries of Board Committee meetings had been circulated.

Item 3 – Matters from Board Committee Minutes

4. The Board received updates from the following Board Committees:
 - a. **Academic Affairs Committee** Three new MSc programmes, revision of the duration of the Nanyang Business School Bachelor of Business programme and plans for an NTU Honours College.
 - b. **Alumni and Development Committee** Alumni recognition initiatives, fundraising performance and new alumni engagement programmes.
 - c. **Audit and Risk Committee** Transition of the Audit and Risk Committee Chair effective 1 April 2025 and review of key risk areas.
 - d. **Board Executive Committee** Integration of the research of the Chinese Heritage Centre into the College of Humanities, Arts and Social Sciences and finalisation of the performance management framework and major strategic budget allocations.
 - e. **Campus Vibrancy Committee** Progress on the Campus Vibrancy Master Plan.
 - f. **Investment Committee** Fund performance and portfolio growth.
 - g. **Nominating Committee** Ongoing search for potential Trustees in light of upcoming vacancies and revised terms for Pro-Chancellors.
 - h. **Remuneration Committee** Commencement of the review of the University leadership compensation framework.

Item 4 – Declaration of Interests of Board Members

5. No declarations were made since the last declaration on 13 January 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 | Ongoing assistant professorship recruitment, appointment of a new Dean of College of Humanities, Arts and Social Sciences, and establishment of a strategic appointment committee for distinguished hires. |
| b. | Education | Launch of the NTU Honours College in academic year 2025/26, continuing education and training growth and continued support for financial aid. |
| c. | Research, Innovation and Enterprise | Major grant successes, strong participation in the National Graduate Research Innovation Programme (N-GRIP) and new international collaborations. |
| d. | Administration | International awards for the campus and communications and senior leadership searches. |
| e. | Fundraising | New gifts and pledges with a strong gift pipeline secured for 2025. |

Item 6 – Financial Year (FY) 2025 Budget

7. The Board approved the FY2025 Budget.

Item 7 – Campus Vibrancy Master Plan

8. The Board approved the overall direction of the Campus Vibrancy Master Plan, which outlines strategies to enhance campus life, connectivity and engagement.

Item 8 – Lee Kong Chian School of Medicine (LKCMedicine) Strategic Overview Update

9. The Board received an update on the progress of LKCMedicine, including new initiatives in emerging areas of medicine, advances in AI in medicine and strengthened partnerships with the healthcare sector.

Item 9 – College of Engineering (CoE) Strategic Overview

10. The Board received a strategic briefing on advancing CoE through top faculty recruitment, strengthening research impact and developing future leaders. Trustees supported the strategic direction and highlighted the importance of quality hires and impactful discoveries.