Guidelines of Board Papers for NTU

1. Format of Board Paper

Please see the format of board papers attached and marked “Appendix A” to be submitted for the board and shareholders’ meetings of NTU.

Please modify where necessary. But do not deviate from the pre-set font size, font type, page margins & number of pages.

Board papers preferably should not exceed 5 pages in length.

2. Composition of Board Paper

The board paper should consist of the following keypoints:

i) Objective of proposal
   e.g. To seek Board’s approval for increase in tuition fee for the part-time Bachelor of Engineering (B.Eng) Degree Programmes;

ii) Background of proposal;

iii) Strategic Intent for proposal e.g. relevance of this proposal to NTU’s vision mission or strategic thrusts;

iv) Financial impact on NTU;

v) Role and obligation of NTU and Partner under proposal (if applicable);

vi) Expected resource commitment which includes human resources, financial contributions and any related costs and expenses from NTU;

vii) Issues or Potential Issues (government body, public etc) to be managed as a result of proposal, e.g. communication plan or timeline requirements;

viii) Any other information; and

ix) Recommendations/Conclusions.

3. Finalization of Board Paper

All papers must be cleared by the Dean or Head of Department of the respective colleges, departments and centres, and if required, by the relevant Management body of the Standing Committees, Senate, EXCO and Management Committees of IDSS and NIE, whichever is applicable, before sending to Office of Academic Services (‘OAS’) for President’s clearance;

Before distribution to the Board, approval papers must be cleared by President of NTU and Chairman. Information papers only require President’s clearance;

Please ensure that the board paper is the final cut before sending them to OAS for distribution before submitting to OAS for President’s clearance; and

We strongly advise you against distribution of any board papers or parts thereof 3 days before the board meeting. If your papers arrive too late, you will be required to distribute the board papers personally at the board meeting to the directors.

Each paper writer has to provide the number of hard copies of the board papers requested by OAS. In addition of giving hard copies, please let OAS have a soft copy for records.
4. **Page Numbering**

Please include page numbering in your board paper, at the bottom right hand corner. Use the same font size as your Board Paper, which is **11 Arial**.

Remember to number your attachment pages too (even if they are excel spreadsheets). Use the typewriter if you have to. Otherwise, we cannot identify whether there are missing pages from your attachments.

When you send the soft copy to OAS, please include in your email, the total number of pages of the board paper (i.e. number of pages for annexures, and number of pages for the paper proper).

5. **Code/Paper No.**

Please code your board paper number properly, as follows:
NTU / (Nth Board Meeting) / (paper no on the agenda) / (year of the meeting)

E.g. NTU/4/3/2001

Please also insert this code at the bottom left hand corner of your board paper. Use Arial Font, but in size 8 pt.

6. **Acronyms**

Minimise the use of acronyms. If using acronyms, please set out the full name e.g. Nanyang Technological University (‘NTU’).

7. **Currencies**

All reference to currencies in the Board Paper should be standardised and have the equivalent in S$ stated.

8. **Recommendations in the Board Paper**

If your board paper is meant for approval, please review the paragraph on recommendations carefully. List the specific items in point form. Try not to end the paper off with one liners like “The Board’s approval is sought for this paper”. *This may not be good enough as you may have problems later when you require extracts from the minutes of the decisions – the ambiguity leaves room for debate and may result in additional board resolutions to be passed for confirmation.*

9. **Deadline**

We cannot emphasise enough about the importance of meeting our deadlines for submission of board papers. PLEASE CO-OPERATE. *Each late submission means unnecessary waste of manpower for NTU and cost. FYI – courier charges are $10 to $18 per location per set of documents. Sometimes, the service is not even available. Late submissions reflect poorly on our competence.*
10. **Presenters**

All persons preparing the board papers should consult their bosses as to whether a presentation is required at the board meeting.

All presenters are required to send their presentation (in soft copies) to OAS at least one day before the Board Meeting.

All presenters are required to wait outside the Board Room until your presentation starts. Before you start your presentation, make sure you are introduced to the Board Members.

When you are done with your presentation, the Board will commence discussion. You are permitted to stay and listen. Once your paper is over, please pack up and leave the Board room.

**Please ensure the above directions are adhered to strictly. Thank you for your cooperation.**
Appendix A

NANYANG TECHNOLOGICAL UNIVERSITY

For Approval/For Information*
(*Delete whichever is not applicable)
Total no. of pages: ___

Agenda No. : *NTU/*Insert Board Meeting No./*Item no./*year
Dated : 
Prepared by : (Name and Designation)
Vetted by : 
Submitted by : 

Endorsed by : E.g. EXCO/AC/IC

Title : 

Note:

i) Approval papers – Cleared by the Dean or Head of Department of the respective colleges, departments and centres and if required, by the relevant Management body of the Standing Committees, Senate, EXCO and Management Committees of IDSS and NIE, whichever is applicable, and approved by President of NTU and Chairman to be submitted for Board meeting

ii) Information papers – Cleared by the respective Dean or Head of Department of the respective colleges, departments and centres and if required, by the relevant Management body of the Standing Committees, Senate, EXCO and Management Committees of IDSS and NIE, whichever is applicable, and approved by President to be submitted to the Board

iii) Paper Length – Not more than 5 pages

iv) Footer – Code/Paper No at Left corner
(e.g. NTU/Insert Board Meeting No./Paper No. on the Agenda/year of the meeting)
– Page No at Right corner

v) Page Margin should be 1”

vi) Font size – Arial 11 pt preferable

vii) Currencies – Standardized & Consistent and have S$ equivalent stated

Page 4 of 5
Updated as at 19/08/2009
viii) Acronyms – Minimize the use of acronyms. If using acronyms, please set out the full name e.g. Nanyang Technological University (‘NTU’).

ix) Please review recommendations in Board Paper and list out approvals required clearly.

x) Presenters – All presenters are required to send their presentation (in soft copies) to OAS at least one day before the Board Meeting. You are required to stay only for your paper.

xi) Please ensure that paper is final cut after necessary approvals before emailing soft copy & submitting the requested hard copies to OAS.