Standard Operating Procedures (SOP) for Board Meetings

Board Meetings

In the month of September, before the Board Meeting in October

1. Office of Academic Services (‘OAS’) is to check with the secretary to Chairman and to President for available dates in the months of January, April, July and October for the following year. 
   (Note: All Board Meetings of NTU are pre-scheduled one year ahead.)

2. OAS will input the key agenda items for the following year, clear them with President and table the schedule at the October Board Meeting for information.

3. Once the schedule of Meetings is noted and cleared by the Board, Legal and Secretariat Office (‘LSO’) is to inform the PAs of the Board members, as well as Provost, Secretary to University, Deans of Colleges, VP (AS), Dean of Admissions, CFO, VP (HR), D (CCO) and Secretary to ExCo and Senate, for them to slot the dates into their calendar.
   (Note: If a Board Meeting cannot be held on a pre-scheduled date in the course of the following year, LSO will check with Chairman and President for an alternative date. LSO will then inform all parties concerned.)

4. OAS will book the venue(s) according to the schedule.

5 weeks before each Board Meeting

5. OAS will send a reminder (following up on the email in Step 3) to the Secretary to Board Standing Committees, ExCo and Senate, and Heads of Departments requesting any agenda items and the following information, to be tabled at the upcoming Meeting:
   a. Title of paper
   b. Writer name
   c. For Approval or For Information
   d. Total time needed
   e. Presentation required (Yes/No)
   f. Synopsis

   OAS will put in a note that all papers will require approval through the necessary channels (Heads of Departments, Deans, the relevant Management body of the Standing Committees, Senate and ExCo, whichever is applicable), before sending their papers, and presentation slides if any, to the President for his clearance at least 3 weeks before the Board Meeting, with LSO’s document and link to CCO’s webpage for the paper and presentation formats respectively.

6. If any NTU attendees should inform OAS that they are not able to attend the Meeting in response to the above email, OAS will inform LSO accordingly.

7. Agenda item owners are to start drafting their papers.

8. LSO is to send a reminder to the Board of the upcoming Meeting.
4 weeks before each Board Meeting

9. Following Step 4, OAS will gather items from the relevant parties and send the draft Agenda to the President for his clearance cc Provost, Secretary to the University and Company Secretary.

10. OAS is to inform Corporate Communications Office (‘CCO’) on the Meeting’s confirmed date, time and venue, so that CCO can get catering quotes and obtain menu choices.

3 weeks before each Board Meeting

11. Company Secretary is to send the final draft Agenda approved by the President to the Chairman for his approval cc President.

12. Once the final draft Agenda is approved by the Chairman, LSO will send the finalised Agenda to the Secretary to Board Standing Committees, ExCo and Senate; and relevant Heads of Departments (including agenda item owners), cc VP (AS) and to:
   a. Highlight the format and guidelines for Board papers;
   b. Remind them that all papers must be submitted to the President for his clearance at least 3 weeks before the Board Meeting;
   c. Remind them that all approval papers must be sent to LSO with a copy to President for LSO to forward to Chairman for his approval at least 2 weeks before the Board Meeting; and
   d. Confirm with the agenda item owners on the allocation of time for their papers.

13. Agenda item owners are to submit all Board papers, and presentation slides if any, to President for his clearance.

14. LSO is to inform all agenda item owners of the deadline for submission of Board papers so that LSO can distribute the Board papers to the Board and Management representatives who will be in attendance at least 1 week before the Board Meeting.

2 weeks before each Board Meeting

15. Agenda item owners are to submit approval papers to LSO, which will then compile all approval papers and submit them to Chairman for his clearance.

16. OAS is to draw up the Programme indicating the time allocation and the agenda item owners / presenters for each of the Board papers in accordance to the Agenda and clear it with the President.

17. OAS will work with OFPM and CED on the following:
   a. PA system and teleconferencing facilities.
   b. Reservation of carpark and security matters.
   c. Meeting room set-up.

18. LSO will confirm and inform CCO of the number of Board members and NTU attendees attending the Meeting and lunch, as well as the dietary restrictions of new members and any changes to those of current members. This is to enable CCO to organise the menu, place the appropriate number of lunch orders, prepare the lunch seating plan, and seek President’s clearance in a timely manner.
1 week before each Board Meeting

19. LSO is to compile all the Board papers at least 1 week (minimum 4 working days) before the Board Meeting for distribution to the Board and Management representatives who will be in attendance. LSO will check that all Board papers submitted are in the format provided by LSO.

20. LSO will consult President and Chairman on late Board paper submissions. Company Secretary will revise the Agenda as decided by Chairman and send it out with the compiled Board papers cc VP (AS). OAS will then update the Programme accordingly.

21. Additionally, LSO is to provide the Programme to Chairman for his information.

22. LSO is to inform the agenda item owners / presenters of their respective time slots for their papers / presentations cc OAS. At the same time, LSO will remind the agenda item owners to send their presentations if any (in soft copy) to OAS at least one day before the Board Meeting so that OAS can save it into the thumb drive for the Board Meeting.

23. OAS is to draw up and clear the seating arrangement with President.

24. OAS is to inform OFPM of the exact number of carpark lots required and the car plate numbers of Board members who are coming for the Meeting.

25. LSO is to inform CCO of the latest status on the attendance for the Board meeting and lunch, and any further changes to dietary restrictions of attendees.

1 day before each Board Meeting

26. OAS is to check that all presentations are sent in by the relevant agenda item owners, and hardcopies made if necessary.

27. LSO is to send the presentation materials to Board members who will be joining the Meeting via teleconferencing.

28. OAS will test the tele-conferencing facility with CED, and work with NEC (when applicable) and the caterer in setting up the room.

On the day of each Board Meeting

29. OAS to place the approved seating arrangement on the table for Chairman.

30. President / Secretary to University / Company Secretary is to receive Chairman. CCO staff, assisted by OAS staff if needed, is to receive the other Board members as they arrive.

31. OAS is to liaise with and to provide cues to presenters on stand-by when it is their turn to present.

32. OAS will take the minutes of Meeting.

33. CCO will handle the Board lunch.
Post Board Meeting

34. OAS is to clear the minutes of the Board Meeting with President as soon as possible, and to send minutes to Chairman for clearance within 3 working days after the Meeting.

35. OAS will send relevant extracts of the minutes cleared by Chairman to the respective action parties concerned for their necessary follow-up.

36. LSO will then circulate the approved minutes to the Board members for their comments (if any). LSO is to inform OAS of any comments/amendments to the Minutes.

37. OAS is to collate input from the Departments and put up the Management’s response to Matters Arising at the next Board Meeting.

Board Resolutions by Way of Circulation

38. As a rule, matters that necessitate strategic, policies or directions or approvals that require discussions by Board members will be dealt with at Board Meetings. Operational and procedural approvals will be circulated for the Board’s approval.

39. In order not to encumber the Board with resolutions in circulation as and when they arise, matters that require approvals should be consolidated and circulated once every two (2) weeks for the Board’s approval.

40. LSO will send out Board of Trustees Resolutions for the Board’s approval.

41. Once approval has been obtained from all members of the Board of Trustees, LSO will inform the relevant owners that their proposals/requests have been approved by the Board of Trustees.

Matters That Require Urgent Approval

42. In respect of matters that require speedy approval from the Board, the approval of the Board could be sought via:

   a. Board resolution by way of circulation; or

   b. By arranging Board meetings via teleconferences pursuant to Articles of Association of the Company.

43. Company Secretary would consult Chairman to have his decision whether the Board paper should be circulated for approval or a teleconference meeting should be called.

44. Board papers/presentation slides will have to be sent out at least a day in advance if a teleconference is to be convened.