**Nanyang Technological University**
**Executive Summary of the Board of Trustees Meeting held on 20 May 2026**

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

**Opening Remarks**

1. The Board Chair welcomed the attendees.

**Item 1 – Confirmation of Minutes**

2. The minutes of the Board meeting held on 5 February 2026 were confirmed.

**Item 2 – Matters Arising from Minutes of Board Meeting held on 5 February 2026**

3. The Board noted updates on the following:

   a. key performance indicators will be integrated into the President's regular reports to the Board;

   b. the University's financial and strategic reporting initiatives;

   c. significant progress on interdisciplinary collaboration and academic initiatives;

   d. timeline for presenting the University's strategic succession plan;

   e. refinements to selected strategic performance indicators for NTU2030; and

   f. significant progress on artificial intelligence-related initiatives in education and research.

**Item 3 – Matters from Board Committee Minutes**

4. The Board received updates from the following Board Committees:

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| a. | **Alumni and Development Committee** | Advancing alumni engagement, fundraising performance and alumni related lifelong learning initiatives. |
| b. | **Audit and Risk Committee** | Strengthening cybersecurity, risk management, governance and data governance frameworks. |
| c. | **Board Executive Committee** | Forward looking financial outlook, campus vibrancy initiatives and strategic institutional developments. |
| d. | **Campus Vibrancy Committee** | Campus transformation initiatives, postgraduate residential strategy and sustainability efforts. |
| e. | **Investment Committee** | Investment performance, proposed issuance of financial instruments and strategic asset allocation review. |
| f. | **Nominating Committee** | Pro-Chancellor appointments and optimisation of College Advisory Boards. |

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| g. | **Remuneration Committee** | Optimised leadership and remuneration frameworks. |

**Item 4 – Declaration of Interests of Board Members**

5. No declarations were made since the last declaration on 22 April 2026.

**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** | Strengthening the talent pipeline through strategic faculty recruitment and leadership appointments. |
| b. | **Education** | Enhancing graduate employment outcome and advancing AI-enabled education through curriculum innovation, industry partnerships and experiential learning. |
| c. | **Global Partnerships** | Advancing strategic collaborations with leading international universities. |

**Item 6 – Lifelong Learning Strategy Update**

7. The Board received an update on the University's lifelong learning strategy and explored opportunities to strengthen lifelong learning offerings in support of evolving workforce and industry needs.

**Item 7 – NTU Board Retreat 2026**

8. The Board was briefed on the proposed Board Retreat 2026, which includes engagements with leading universities, technology companies and high-growth enterprises, focusing on emerging developments in artificial intelligence, innovation and strategic partnerships.

**Item 8 – College of Humanities, Arts and Social Sciences (CoHASS) Strategic Overview**

9. The Board received an overview of CoHASS's strategic direction and discussed priorities to strengthen interdisciplinary excellence in education, research and global engagement, in support of the College's long-term development and contribution to the University's broader objectives.

**Item 9 – Institutional Strategic Review**

10. The Board approved the recommendation of a phase-out of a legacy institutional program to ensure continued alignment with the University's long-term priorities and strategic objectives.