Nanyang Technological University
Executive Summary of the Board of Trustees Meeting held on 19 August 2026

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 20 May 2026 were confirmed.

Item 2 – Matters Arising from Minutes of Board Meeting held on 20 May 2026

3. The Board noted updates on the following:

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

   b. discussions on access to premium artificial intelligence (AI) tools;

   c. establishing enhanced data retention and research classification guidelines; and

   d. enhanced College Advisory Board terms of reference.

Item 3 – Matters from Board Committee Minutes

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

a.	**Academic Affairs Committee**	Faculty engagement and academic quality.
b.	**Alumni and Development Committee**	Fundraising performance, endowment utilisation, alumni engagement and strengthening alumni data governance.
c.	**Audit and Risk Committee**	Cybersecurity, audited financial statements, enterprise risk management and institutional governance.
d.	**Board Executive Committee**	International engagement strategy and strategic institutional developments.
e.	**Campus Vibrancy Committee**	Campus transformation initiatives.
f.	**Investment Committee**	Investment performance, portfolio management and the investment outlook.
g.	**Nominating Committee**	enhancements to the Quality Assurance Framework for Universities (QAFU) 2027.

h.	**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 3 July 2026.

Item 5 – President's Report to the Board

6. The President reported on the University's progress across key pillars:

a.	**Talent**	Strengthening the talent pipeline through strategic faculty recruitment and new leadership appointments.
b.	**Education**	Improving student intake quality and strengthening student recruitment, academic support and leadership development.
c.	**Research, Innovation and Enterprise**	Advancing strategic research collaborations and strengthening the University's innovation and enterprise ecosystem.
d.	**Global Impact**	International rankings and continuing efforts to strengthen research impact, employer reputation and academic excellence.

Item 6 – Draft Audited Financial Statements for FY2025

7. The Board approved the Group's audited financial statements for the financial year ended 31 March 2026.

Item 7 – Academic Admissions Exercise 2026

8. The Board reviewed an update on the Academic Admissions Exercise 2026, noting positive progress in student intake and overall cohort quality.

9. The Board discussed the University's continued efforts to strengthen student recruitment, diversity and access to higher education.

Item 8 – Student Experience Survey 2026

10. The Board was apprised of the results of the Student Experience Survey 2026, noting improvements across key areas of student satisfaction, development, engagement and wellbeing.

11. The Board discussed ongoing efforts to further enhance the overall student experience and strengthen student engagement and support.

Any Other Business

12. The Board was briefed on the preparations for the NTU Board Retreat 2026.