Nanyang Technological University
Executive Summary of the Board of Trustees Meeting held on 5 February 2026

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

Opening Remarks

1. The Board Chair expressed her appreciation to a retiring Trustee for his service and welcomed a new Trustee to the Board.

Item 1 – Confirmation of Minutes

2. The minutes of the Board meeting held on 18 November 2025 were confirmed.

Item 2 – Matters Arising from Minutes of Board Meeting held on 18 November 2025

3. The Board noted updates on the following:

    a. the development plan for the Chinese Heritage Centre will be presented at an upcoming Board Executive Committee meeting;

    b. the brand narrative, aligned with the 5 year strategic plan, will be submitted to the Board for its approval;

    c. progress on alumni engagement matters;

    d. next year's review of the strengthened data governance framework;

    e. strategic documents central to the Campus Vibrancy Master Plan;

    f. the University's Artificial Intelligence (AI) statement;

    g. future refinements to the Student Experience Survey; and

    h. the College of Computing and Data Science's (CCDS) future plans.

Item 3 – Matters from Board Committee Minutes

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

a.	**Academic Affairs Committee**	Strengthening institutional oversight through targeted visits and integration of faculty insights.
b.	**Alumni and Development Committee**	Driving institutional advancement by strengthening alumni networks, philanthropic targets and elevating donor recognition.
c.	**Audit and Risk Committee**	Resource dependencies for continuing education and training expansion.

d.	**Board Executive Committee**	Financial outlook, postgraduate residential strategy and the continued evolution of the innovation and entrepreneurship ecosystem.
e.	**Campus Vibrancy Committee**	Streamlined wayfinding, MRT gateway upgrades and enhanced activity zones.
f.	**Investment Committee**	Investment performance and strategic asset allocation review.
g.	**Nominating Committee**	Strategic roles and responsibilities of Pro-Chancellors and the current number of appointments.
h.	**Remuneration Committee**	Optimised leadership frameworks and remuneration structures for senior academic executives.

Item 4 – Declaration of Interests of Board Members

5. No declarations were made since the last declaration on 10 November 2025.

Item 5 – President's Report to the Board

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

a.	**Talent**	Recruitment milestones, successfully expanding the academic talent pipeline through strategic hires and proactive global outreach.
b.	**Education**	Enhancing graduate employment outcomes, employer engagement and career support, expansion of lifelong learning programmes, student recruitment and newly launched academic programmes.
c.	**Research, Innovation Enterprise**	Elevation in international research rankings, continued growth in interdisciplinary research and strategic collaborations with industry partners.
d.	**Fundraising**	Fundraising strategy, donor engagement and major gift pipeline.

Item 6 – 5 year strategic plan: Strategic Pillars, Metrics and Funding

7. The Board considered the strategic pillars, the proposed key performance indicators (KPIs), and targets (including base and stretch targets), clear accountability and strategic oversight, and associated resourcing considerations.

8. The Board approved the 5 year strategic plan, including the KPIs and targets (as revised during the meeting), the brand narrative and the funding strategy.

Item 7 – Strategic Update – 220 Days in

9. The Board received a strategic update on key priorities and progress, including the evolution of AI-enabled and impact-based teaching models to enhance student outcomes, and strengthening the research ecosystem through interdisciplinary collaboration and expanded global partnerships.

Item 8 – Financial Year 2026 Budget

10. The Board reviewed the FY2026 budget and an overview of the University’s financial outlook and position.

11. The Board approved the FY2026 Budget.