

**Singapore Management University
Executive Summary of the Board of Trustees Meeting
held on 14 November 2025**

The SMU Board of Trustees met on 14 November 2025. Quorum was met.

Item 1: Administrative Matters

The Board confirmed the minutes of the previous meeting held on 15 August 2025. There were no outstanding matters requiring follow-up.

Item 2: Chairman's Updates

The Chairman briefed the Board on the usual governance matters, including Trustee appointments and committee updates, and drew the Board's attention to several resolutions scheduled for consideration and approval during the meeting.

Item 3: Management Reports

3.1: President's Report

The President updated the Board on:

- The University's international engagement initiatives.
- The University's Enterprise Risk Management framework.
- The University's philanthropy and advancement developments.
- The University's innovation and entrepreneurship – student and ecosystem initiatives.

3.2: Provost's Report

The Provost reported on academic and research developments, including:

- Faculty recruitment and development;
- Curriculum and educational innovation;
- Artificial intelligence in education;
- Research performance; and
- New academic programmes.

3.3: SVPA's Report

SVP (Administration) provided updates on operational initiatives and campus development matters.

Item 4: Branding Strategy: Execution

The Board received an update on the execution of SMU's brand strategy.

Item 5: Board Committees: Update Reports

The Board received updates from its committees, including:

5.1: Audit Committee

Oversight of audit, compliance and internal control matters.

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5.2: Academic Affairs Committee

Academic governance, faculty matters and policy updates.

5.3: Finance and Remuneration Committee

Financial outlook, remuneration matters and selected strategic initiatives.

5.4: Investment Committee

Endowment performance and portfolio oversight.

5.5: Campus Development Advisory Committee

Progress of major infrastructure and campus development projects.

Item 6: Any Other Business

6.1 – 6.5: For Approval

The Board approved matters relating to the conferment of an Honorary Degree (subject to relevant external approvals), governance updates, and finance-related items.

6.6 – 6.8: For Noting

The Board noted disclosure of interests, financial performance updates, and the quarterly investment report.

Item 7: Executive Session

No executive session was held.

Item 8: Close of Meeting

The meeting concluded with a vote of thanks to the Chair.