

**Singapore Management University  
Executive Summary of the Board of Trustees Meeting  
held on 15 August 2025**

The SMU Board of Trustees met on 15 August 2025. Quorum was met.

**Item 1: Administrative Matters**

The Board confirmed the minutes of the previous meeting held on 16 May 2025. There were no outstanding matters requiring follow-up.

**Item 2: Chairman's Updates**

The Chairman highlighted key items on the agenda to be tabled for the Board's consideration and approval. He also shared reflections from recent Board engagements and noted broader developments in the higher education landscape relevant to SMU's strategic direction.

**Item 3: Management Reports**

**3.1: President's Report**

The President updated the Board on:

- The University's policy and performance framework, agreed with the Ministry of Education.
- Key University appointments.
- The University's continued efforts to enhance SMU's brand and reputation.
- Developments in the University's global engagements.

**3.2: Provost's Report**

The Provost reported on academic developments, including:

- Faculty strategy.
- Undergraduate education and admissions.
- Internationalisation.
- Student experience.
- Long-term academic planning.

**3.3: SVPA's Report**

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

**Item 4: Statutory Accounts (FY ended 31 March 2025)**

The Board reviewed and approved the statutory accounts of the University and its subsidiaries, following endorsement by the relevant Board committees.

**Item 5: AY2026 Tuition Fees (UG & PG)**

The Board considered and approved the proposed tuition fee adjustments for Academic Year 2026, subject to regulatory consultation.

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**Item 6: SMU2025 Closure Report and SMU2030 Strategic Plan**

The Board received a comprehensive update on the conclusion of the SMU2025 plan and the proposed SMU2030 strategic direction.

**Item 7: Board Committees: Update Reports**

The Board received updates from its committees, including:

7.1: Audit Committee

Oversight of audit, compliance and internal control matters.

7.2: Finance and Remuneration Committee

Review of financial planning, remuneration matters and key governance areas.

7.3: Investment Committee

Updates on endowment performance, investment strategy and long-term objectives.

**Item 8: Any Other Business**

8.1 – 8.3: For Approval

The Board approved resolutions relating to statutory accounts, governance matters and regulatory submissions.

8.4 – 8.5: For Noting

The Board noted disclosures, investment updates and reflections from recent Board engagements.

**Item 9: Executive Session**

An executive session was held in accordance with the meeting agenda.

**Item 10: Close of Meeting**

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