

**Singapore Management University
Executive Summary of the Board of Trustees Meeting
held on 16 May 2025**

The SMU Board of Trustees met on 16 May 2025. Quorum was met.

Item 1: Administrative Matters

The Board confirmed the minutes of the previous meeting held on 21 February 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 drew attention to recent Board-related updates and survey findings, as well as governance and committee matters to be addressed at the meeting.

Item 3: Management Reports

3.1: President's Report

The President updated the Board on:

- Implementation status of University strategic plan.
- Honorary Degrees.
- Pulse survey results.
- Workplace transformation.
- Advancement.
- Partnerships & Engagement.

3.2: Provost's Report

The Provost reported on academic developments, including:

- Curriculum development.
- Graduate outcomes.
- Research performance.
- Faculty strategy.
- New academic programmes.

Item 4: Research Strategy – Future of Ageing Societies

The Board received an update on the University's research initiatives relating to ageing societies.

Item 5: Integrative Research Impact Framework

The Board received an update on the University's initiatives to strengthen the integrative research impact framework.

Item 6: Partnerships Strategy

The Board received an update on the University's partnerships strategy.

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Item 7: Digital Masterplan

The Board received an update on the University's digital transformation initiatives.

Item 8: Board Committees: Update Reports

The Board received updates from its committees, including:

8.1: Campus Development Advisory Committee

Progress of campus development projects and infrastructure planning.

8.2: Finance and Remuneration Committee

Financial planning, remuneration matters and key strategic initiatives.

8.3: Investment Committee

Endowment performance and long-term investment strategy.

8.4: Audit Committee

Internal audit, risk management and governance matters.

8.5: Academic Affairs Committee

Academic governance, faculty matters and programme updates.

Item 9: Any Other Business

9.1 – 9.2: For Approval

The Board approved resolutions relating to governance matters and financial arrangements.

9.3 – 9.6: For Noting

The Board noted updates on governance surveys, disclosures, financial performance and investment reports.

Item 10: Executive Session

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

Item 11: Close of Meeting

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