

Singapore Management University
Executive Summary of the Board of Trustees Meeting
held on 21 February 2025

The SMU Board of Trustees met on 21 February 2025. Quorum was met.

Item 1: Administrative Matters

The Board confirmed the minutes of the meeting held on 15 November 2024, and the notes of the Board Strategy Retreat held on the same day. 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 noted recent Board developments and upcoming activities relevant to the University.

Item 3: Management Reports

3.1: President's Report

The President updated the Board on:

- Overview of new strategic plan and its status.
- Workplace transformation.
- Advancement.
- Partnerships and Engagement.

3.2: Provost's Report

The Provost reported on academic developments, including:

- Graduate and postgraduate education.
- International student diversity.
- Curriculum and programme development.

Item 4: FY2025 Annual Budget

The Board reviewed and approved the University's annual budget for FY2025, following endorsement by the relevant Board committees.

Item 5: New Transformative Education Strategy

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

Item 6: Research Strategy

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

Item 7: Brand and Reputation Building Strategy

The Board received an update on initiatives to strengthen SMU's brand positioning, reputation, communication and outreach efforts.

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Item 8: Board Committees: Update Reports

The Board received updates from its committees, including:

8.1: Finance and Remuneration Committee

Financial planning, remuneration matters and key institutional initiatives.

8.2: Investment Committee

Endowment performance and portfolio oversight.

8.3: Campus Development Advisory Committee

Progress of campus infrastructure and development projects.

Item 9: Any Other Business

9.1: For Approval

The Board approved a resolution relating to the establishment of an overseas legal entity.

9.2 – 9.4: For Noting

The Board noted disclosures, financial performance updates and the quarterly investment report.

Item 10: Executive Session

No executive session was held.

Item 11: Close of Meeting

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