

**SMU**  
**203**   
Strategic Plan

**SHAPING IMPACT,  
TRANSFORMING LIVES**

**203**



# TABLE OF CONTENTS

- 02 Chairman's Message
- 04 President's Message
- 06 Our Refreshed Vision and Mission
- 07 Our Impact Agenda
- 08 SMU2030 Strategic Plan
- 09 Education
- 12 Research
- 14 Partnerships
- 17 Enablers
- 18 Our Commitment to Impact





**Piyush Gupta**  
Chairman  
SMU Board of Trustees

## CHAIRMAN'S MESSAGE

The world is changing at speed. For universities, standing still is not an option. It may be tempting to chase every new idea or react to every passing trend. Yet strong leadership lies in rootedness, in our mission, values, and purpose — even as we adapt with agility to what the world demands.

With the same pioneering spirit that has defined the institution since its founding, SMU2030 charts a clear course for the future. Its pillars of Education, Research, and Partnerships are the levers through which we create meaningful, real-world impact.

The strategies outlined herein set out what we want to achieve — but it is culture that determines how we will succeed. If we nurture a culture that is agile, collaborative, and impact-driven, SMU2030 will not remain words on a page; it will become a living commitment.

For Singapore Management University (SMU), clarity of purpose means preparing graduates who are agile and adaptive, advancing research that addresses society's most pressing challenges, and forging partnerships that make a difference for Singapore, Asia, and the world.

The Board of Trustees and I stand firmly behind this plan. Now it is up to every member of the SMU community — faculty, staff, students, alumni, and partners — to take ownership of it.



**Rooted in purpose, and with  
confidence in direction, we can shape  
impact and transform lives together.**

## PRESIDENT'S MESSAGE

As SMU marks its 25<sup>th</sup> Anniversary, the world around us is changing rapidly. Shifting geopolitical dynamics, accelerating technological disruption, changing demographics, and rising societal expectations are reshaping the higher education landscape, making it more competitive and complex than ever.

In this environment, SMU must take deliberate steps to meet evolving industry and employer needs, and to respond to the growing demand for research that delivers real-world impact and thought leadership on society's most pressing challenges.

The SMU2030 Strategic Plan charts SMU's path for the next five years, driven by a purposeful impact agenda, focused on four domains vital to national and regional advancement: Human Capital Development, Knowledge Creation, Economic Development, and Social and Community Life. To deliver on this ambition, we will continue to build on our Education, Research, and Partnerships, supported by key enablers: Talent, Financial Resources, Digital Infrastructure, Physical Infrastructure, and Brand and Reputation.

We will continue to nurture agile and adaptive graduates who can thrive in a rapidly changing world, driving positive change through innovative insights and solutions, while grounded in ethics and social responsibility.

We will pursue research that addresses complex real-world challenges that span across our strategic priorities (Digital Transformation, Sustainable Living, and Growth in Asia), enhancing the University's academic reputation and contributing to meaningful societal impact.

And we will forge partnerships that enable and support education and research objectives, expand learning opportunities, facilitate collaborations to address societal challenges, create knowledge transfer to benefit society, drive innovations and create real-world impact.

As we embark on this next chapter together, I invite the SMU community to be intentional in our quest to make a positive difference within and beyond academia.



Together, we will build a university of impact – one that empowers people, advances knowledge, and uplifts communities across generations.



**Professor Lily Kong**  
President

# OUR REFRESHED VISION AND MISSION

Launched in January 2025 at the onset of SMU's 25<sup>th</sup> anniversary, our Vision statement embraces our roots in Asia while engaging globally; celebrates our city location as an asset; claims the space at the nexus of management, social sciences and technology; foregrounds our DNA in driving innovations and transcending boundaries; and ultimately, declares our aspirations to transform lives. Our Mission statement spells out how we will do so, through Education, Research, and Partnerships.

## VISION

Asia's premier global city university  
 At the nexus of management, social sciences and technology  
 Driving innovations, transcending boundaries, transforming lives

## MISSION

- Nurture a community of independent lifelong learners and change agents
- Enable world-class researchers to address societal challenges
- Harness partnerships to serve as gateway between Asia and the world
- Transform lives to create sustainable futures

# OUR IMPACT AGENDA

The SMU2030 Strategic Plan is anchored on a clear and purposeful impact agenda. It is underpinned by a strong commitment to evidencing the impact of each initiative, capturing the deliberate and measurable ways in which communities, economies, and societies are transformed.

Our impact framework is defined through four key domains:



## HUMAN CAPITAL DEVELOPMENT

**SMU's distinctive education model aims to develop graduates who are future-ready, globally attuned, and socially conscious.**

Impact is reflected in graduate outcomes, such as strong employment rates, career progression, salary growth, and graduates' achievements across business, government, and society.



## KNOWLEDGE CREATION

**SMU's research advances the frontiers of academia and knowledge, contributing to a deeper understanding of complex societal challenges.**

Impact is demonstrated through the production of high-quality scholarly work and its accessibility, relevance, and application to broader audiences, including policy communities, industry, and the wider public.



## ECONOMIC DEVELOPMENT

**SMU contributes to sustainable economic growth through research, innovation, entrepreneurship, and education that influence business practices, catalyse technological change and adoption, improve productivity, and stimulate the development of new products and services.**

Impact is evidenced by policy and practice changes, business support initiatives, and commercialisation outcomes, such as technology transfer, startup incubation, patents, and licences.



## SOCIAL AND COMMUNITY LIFE

**SMU enhances social well-being and cultural vibrancy through research, service, environmental and cultural activities that are responsive to societal needs.**

Impact is realised through initiatives that help shape public policy, strengthen social resilience, and improve the quality of life in communities.

# SHAPING IMPACT, TRANSFORMING LIVES

**VISION**  
Asia's premier global city university  
At the nexus of management, social sciences and technology  
Driving innovations, transcending boundaries, transforming lives

**MISSION**  
• Nurture a community of independent lifelong learners and change agents  
• Enable world-class researchers to address societal challenges  
• Harness partnerships to serve as gateway between Asia and the world  
• Transform lives to create sustainable futures

**IMPACT**  
• Human Capital Development  
• Knowledge Creation  
• Economic Development  
• Social and Community Life

**PRIORITIES**  
• Digital Transformation  
• Sustainable Living  
• Growth in Asia

## STRATEGIES

**EDUCATION**  
In a world of technological disruptions and longer lifespans

- 1 Develop distinctive graduate qualities across all segments (Undergraduate, Postgraduate Professional, Postgraduate Research and Professional & Continuing Education)
- 2 Drive innovation in pedagogy, andragogy, curricula, and co-curricula to strengthen distinctive graduate qualities
- 3 Strengthen lifelong learning across all segments

**RESEARCH**  
In a world that needs solutions from the best ideas

- 1 Invest in academic and translational research to address three societal challenges (Resilient Workforces, Longevity Societies & Economies and Sustainable Cities)
- 2 Implement a research assessment framework that recognises academic and societal impact
- 3 Forge collaborations across academia, government, and industry to harness data and AI technologies

**PARTNERSHIPS**  
In a world made stronger with collaborations

- 1 Deepen SMU's presence in key Asian cities
- 2 Forge regional and international partnerships for talent development and knowledge creation with the academic community, 3P (Public, Private, and People) sectors, and multipliers
- 3 Create strategic value for high-impact partners by effectively bringing the world to Asia and bringing Asia's story to the world

## ENABLERS



To realise our impact aspirations, the SMU2030 Strategic Plan comprises three strategies under each of three pillars: **Education, Research, and Partnerships**. Each strategy is delivered through a range of strategic initiatives (SIs).

The Strategic Plan also spells out initiatives as part of five enablers: **Talent, Financial Resources, Digital Infrastructure, Physical Infrastructure**, as well as **Brand and Reputation**.

# EDUCATION

## DESIRED IMPACT

SMU's Education prepares graduates that the world needs: they are **agile** and highly **adaptive** in an ever-changing world; they are driven to advance **positive change** across industries, communities and societies; they deliver **innovative** insights and solutions, while grounded in **ethics and social responsibility**.

## SUMMARY OF EDUCATION STRATEGIES

The first education strategy identifies the 'what' that is desired of SMU graduate qualities, while the second and third education strategies delve into the 'how' of delivering those qualities.



# EDUCATION

## EDUCATION STRATEGIES AND STRATEGIC INITIATIVES (SIs)

### 1 Develop distinctive graduate qualities across all segments (Undergraduate, Postgraduate Professional, Postgraduate Research and Professional & Continuing Education)

- **Undergraduate Education: Develop Changemakers**
  - Graduates who are **self-directed** and **agile**, with an **informed worldview** and a **strong sense of purpose**
- **Postgraduate Professional Education: Develop Practice-Oriented Leaders**
  - Graduates who are **career-agile** professionals with **applied expertise**, **interdisciplinary perspectives**, and **purpose-driven leadership**
- **Postgraduate Research Education: Develop Knowledge Creators and Thought Leaders**
  - Graduates who are **career-agile** researchers with **intellectual depth**, **impact-driven inquiry mindsets** and **interdisciplinary perspectives** who contribute to knowledge, as well as economic and societal progress
- **Professional & Continuing Education: Develop Lifelong Learners and Agile Professionals**
  - Graduates who are **self-directed**, **industry-relevant lifelong learners** equipped to thrive in evolving industries



### 2 Drive innovation in pedagogy, andragogy, curricula, and co-curricula to strengthen distinctive graduate qualities

- **Undergraduate Education (UG)**
  - SI 1** Empower self-directed learning through personalised and flexible approaches
  - SI 2** Strengthen interdisciplinary learning and collaborative agility
  - SI 3** Cultivate a broad and global outlook, enriched by Asian perspectives
  - SI 4** Embed purpose and societal impact into the UG journey
- **Postgraduate Professional Education (PGP)**
  - SI 5** Strengthen applied expertise through interdisciplinary learning
  - SI 6** Enhance career agility through immersive, work-integrated learning
  - SI 7** Deepen purpose-driven leadership through values and mentorship
- **Postgraduate Research Education (PGR)**
  - SI 8** Deepen intellectual rigour and interdisciplinary research capabilities
  - SI 9** Advance impact-driven inquiry and societally relevant research
  - SI 10** Strengthen career agility and global engagement
- **Professional & Continuing Education (PCE)**
  - SI 11** Strengthen career agility through flexible, future-focused and industry-relevant learning
  - SI 12** Advance self-directedness and lifelong learning through stackable and flexible pathways

### 3 Strengthen lifelong learning across all segments

- SI 13** Enable seamless lifelong learning through digital platforms, early access to PCE and common experiences across education segments



# RESEARCH

## DESIRED IMPACT

SMU's Research addresses complex real-world challenges, with cutting-edge work that enhances the University's **academic reputation** and contributes to **societal impact**, including **economic competitiveness**, **societal resilience**, and **sustainable and inclusive futures**.

## SUMMARY OF RESEARCH STRATEGIES

The first research strategy identifies what societal challenge areas we will strengthen capability in, delivering insights that contribute to impact. The second focuses on how we will guide faculty in striving for academic and societal impact. The third seeks to support our faculty and researchers to achieve our collective ambitions through data access and AI technologies.



## RESEARCH STRATEGIES AND STRATEGIC INITIATIVES (SIs)

### 1 Invest in academic and translational research to address three societal challenges: Resilient Workforces, Longevity Societies & Economies and Sustainable Cities

- SI 1 Establish SMU as a leader in research on the Future of Resilient Workforces
- SI 2 Establish SMU as a leader in research on the Future of Longevity Societies & Economies
- SI 3 Establish SMU as a leader in research on the Future of Sustainable Cities

### 2 Implement a research assessment framework that recognises academic and societal impact

- SI 4 Develop and implement an Integrative Research Impact Framework

### 3 Forge collaborations across academia, government, and industry to harness data and AI technologies

- SI 5 Leverage data and AI for research



# PARTNERSHIPS

## DESIRED IMPACT

SMU's Partnerships support education and research, expanding learning opportunities, facilitating collaborations to address societal challenges, enabling knowledge transfer to benefit society, driving innovations, and creating real-world impact. In so doing, they enhance students' readiness, advance research, drive revenue, and strengthen reputation. They undergird SMU's convening power as a **knowledge gateway within Asia as well as between Asia and the world.**

## SUMMARY OF PARTNERSHIPS STRATEGIES

The first strategy focuses our minds on how we engage Asia, the vast continent within which we are located. The second turns attention to the types of engagement partners, and the third to how we can be of value to our partners.



Partnering Urban Innovation Vienna  
at SMU City Dialogues

## PARTNERSHIPS STRATEGIES AND STRATEGIC INITIATIVES (SIs)

### 1

#### Deepen SMU's presence in key Asian cities

##### Approach 1 – Deepen Strategically

- SI 1** Increase opportunities for students to strengthen their understanding and experience of key Asian cultures and markets
- SI 2** Strengthen SMU's knowledge and expertise in the region through research collaborations with academia and 3P partners
- SI 3** Develop and implement Overseas Centre plans for existing and new centres, as part of country strategies
- SI 4** Deepen relationships with existing International Advisory Councils (IACs) and establish the India IAC

##### Approach 2 – Nurture Selectively

- SI 5** Strengthen SMU's market presence through differentiated regional engagement, by expanding PG and PCE and exploring research collaborations in key Asian markets

##### Approach 3 – Explore Nimblely

- SI 6** Expand PCE presence through collaborations and partnerships with local/regional organisations and state-owned enterprises

### 2

#### Forge regional and international partnerships for talent development and knowledge creation with the academic community, 3P (Public, Private, and People) sectors, and multipliers

- SI 7** Cultivate partnerships and networks with universities, industry and community organisations to provide students with real-world learning experiences and enhance their global outlook, career preparedness and capacity for social impact
- SI 8** Cultivate partnerships and networks with leading universities, research agencies, government bodies, industry players and international organisations to enable joint grants, data access, fellowships and co-authored publications, and enhance SMU's external influence
- SI 9** Cultivate partnerships and networks with leading universities, industry partners and philanthropists/foundations to diversify and increase revenue streams, through PGP and PCE programmes, and gifts
- SI 10** Cultivate partnerships and networks with international organisations, regional organisations, and alumni to amplify SMU's thought leadership, thereby strengthening SMU's visibility and reputation

# PARTNERSHIPS

## PARTNERSHIPS STRATEGIES AND STRATEGIC INITIATIVES (SIs)

**3** Create strategic value for high-impact partners by effectively bringing the world to Asia and bringing Asia's story to the world

- SI 11** Position SMU as a gateway to Asia through immersive learning programmes focused on Asia for learners from beyond, with SMU as trusted guide and regional expert; and through enabling research collaborations across regions
- SI 12** Curate and disseminate SMU's research and expertise on Asia in accessible ways to amplify impact



Strategic partnership with Fudan University



Annual thought leadership forum with Dentons Rodyk law firm

# ENABLERS

To further support SMU2030, targeted enabling initiatives will be implemented across the following five areas:



### Talent

Prioritise the attraction, development, and retention of world-class faculty, researchers, teaching instructors, and highly experienced administrative staff

- SI 1** Strengthen the faculty pipeline and enhance research capacity
- SI 2** Strengthen talent and career development and succession planning for faculty and administrative staff



### Financial Resources

Maintain a sustainable financial base that supports SMU's planned vision and mission

- SI 3** Ensure financial sustainability through revenue growth, cost optimisation, and disciplined financial management



### Digital Infrastructure

Implement a strategic and integrated digital modernisation agenda to remain competitive and future ready

- SI 4** Leverage innovation-enabling technologies to strengthen teaching, learning, research and service delivery



### Physical Infrastructure

Refresh SMU's campus environment by constructing new facilities to support fresh academic pursuits

- SI 5** Refresh the campus environment to optimise space efficiency, modernise facilities and strengthen collaboration
- SI 6** Develop a new integrated residential and recreational facility



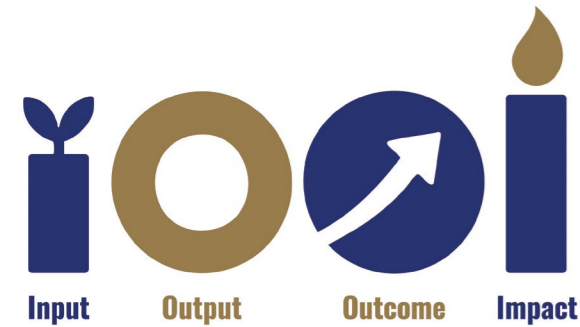
### Brand and Reputation

Celebrate SMU's legacy of transformative impact while establishing a strong foundation for growth

- SI 7** Implement a new branding agenda
- SI 8** Strengthen SMU's voice in ASEAN, China and India

## OUR COMMITMENT TO IMPACT

To make SMU's impact more intentional, visible, and widely felt, the University is making deliberate efforts to track, evidence, and measure the impact of its initiatives. SMU will develop systematic documentation of results, establish ways to measure progress, and amplify the University's positive influence.



Tracking progress entails monitoring the inputs, outputs, and outcomes that are precursors to impact.

- Inputs are resources used to support our activities in Education, Research, and Partnerships, such as student intake and research grants
- Outputs are the direct products from our activities, such as number of graduates and publications
- Outcomes are the short-to-medium-term consequential effects arising from outputs, such as employment rates and citation counts
- Impact is the long-term, broader effect on a larger and more sustained scale

Together, they allow us to track progress and demonstrate the value of an initiative. They form a 'results' or 'value' chain from input to ultimate economic and/or societal benefit.





We will continue to strengthen our DNA as an innovative and impactful university – to drive **bold ideas** and derive **big impact**.

**Professor Lily Kong**  
President



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