Singapore Management University
Executive Summary of the Board of Trustees Meeting
held on 13 February 2026

The SMU Board of Trustees met on 13 February 2026. Quorum was met.

Item 1: Administrative Matters
The Board confirmed the minutes of the meeting held on 14 November 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 noted Board-related updates, including Trustee appointments and upcoming Board activities.

Item 3: Management Reports
3.1: President's Report
The President updated the Board on:
- Research performance and impact.
- Graduate employment trends.
- Philanthropy and advancement.
- Impact measurement and accountability.

3.2: Provost's Report
The Provost reported on academic developments, including:
- Faculty recruitment and development.
- Student recruitment and diversity.
- Rankings and reputation.
- Academic programme development.

3.3: SVPA's Report
SVP (Administration) provided updates on operational initiatives and campus development matters.

Item 4: FY2026 Annual Budget
The Board reviewed and approved the University's annual budget for FY2026, following endorsement by the relevant Board committees.

Item 5: AI in SMU Education
The Board received an update on the University's approach to integrating AI into education, including curriculum, pedagogy and student learning.

Item 6: Brand Campaign
The Board received an update on the University's brand campaign.

Item 7: Board Committees: Update Reports

The Board received updates from its committees, including:

7.1: Finance and Remuneration Committee
Financial planning, remuneration matters and key strategic initiatives.

7.2: Investment Committee
Endowment performance and portfolio oversight.

7.3: Campus Development Advisory Committee
Progress of campus development and infrastructure projects.

Item 8: Any Other Business
8.1: For Discussion
The Board discussed a proposed Board visit to a selected international location.

8.2 – 8.3: For Approval
The Board approved resolutions relating to governance matters, including committee updates and financial policy refinements.

8.4 – 8.6: For Noting
The Board noted disclosures, financial performance updates and the quarterly investment report.

Item 9: Executive Session
No executive session was held.

Item 10: Close of Meeting
The meeting concluded with a vote of thanks to the Chair.