Singapore Management University
Executive Summary of the Board of Trustees Meeting
held on 15 May 2026

The SMU Board of Trustees met on 15 May 2026. Quorum was met.

Item 1: Administrative Matters
The Board confirmed the minutes of the previous meeting held on 13 February 2026. 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 positive developments across the University and Board-related updates, including Trustee and committee appointments and governance matters.

Item 3: Management Reports
3.1: <u>President's Report</u>
The President updated the Board on:

- Key University appointments.
- Philanthropy and advancement.
- Partnerships and engagement.
- Innovation and entrepreneurship.

The entrepreneurship discussion included SMU's start-up and incubation activities and their broader impact

3.2: <u>Provost's Report</u>
The Provost reported on academic and research developments, including:

- Faculty recruitment, development and appointments.
- Research developments.
- Curriculum and academic programme development.
- Professional and continuing education.
- Rankings and reputation.

The Board also approved the Master of Public Governance and Leadership and Doctor of Professional Accounting, and noted other postgraduate programme developments.

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

Item 4: Presentations
4.1: <u>Impact Agenda</u>

The Board received an update on the University's Impact Agenda, including its approach to strengthening and demonstrating impact across research, education and partnerships.

4.2: Employee Engagement Survey 2025 Findings
The Board received an update on the findings of the 2025 Employee Engagement Survey and related organisational and leadership development initiatives.

Item 5: Board Committees: Update Reports
The Board received updates from its committees, including:

5.1: Academic Affairs Committee
Academic governance, faculty matters and programme developments.

5.2: Audit Committee
Internal audit, risk management and governance matters.

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

5.4: Finance and Remuneration Committee
Financial performance and planning, remuneration and benefits matters, and key strategic initiatives.

5.5: Investment Committee
Investment performance, asset allocation and portfolio oversigh.

Item 6: Any Other Business
6.1 – 6.2: For Approval
The Board approved resolutions relating to Board and committee updates and revisions to the Audit Committee's governance and risk oversight arrangements.

6.3 – 6.4: For Noting
The Board noted disclosures of interests and financial performance updates.

Item 7: Executive Session
An executive session was held in accordance with the meeting agenda.

Item 8: Close of Meeting
The meeting concluded with a vote of thanks to the Chair.