

MARLBOROUGH COLLEGE MALAYSIA

2007-2012

from vision to reality

C

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INTRODUCTION

ON NUMEROUS OCCASIONS DURING THE FIVE YEARS IT HAS TAKEN TO DEVELOP A VISIONARY IDEA INTO AN OPERATING SCHOOL, PEOPLE HAVE SUGGESTED THAT IT WOULD BE A GOOD IDEA TO HAVE A DETAILED RECORD OF WHAT HAPPENED DURING THE ESTABLISHMENT PHASE OF MARLBOROUGH COLLEGE MALAYSIA.

I wasn't totally convinced that I had either the time or the inclination to attempt this until three almost concurrent events made it clear to me that it would be wrong to let the moment pass. Terry Rogers, who has served Marlborough magnificently as a beak (Marlborough parlance for teacher), Housemaster, Second Master and Archivist for almost fifty years, provided a guided tour of the College Archives in October 2011 for the then newly appointed Marlborough College Malaysia Senior Management Team. He showed them the original minutes from the first Marlborough College Council meeting in 1841, two years prior to the opening of the school. The following morning I received a large package from Scotland, the home of Jules Akel, the designer of the College's prospectus and this book. Jules had dispatched a copy of the recently published history of a famous whisky distillery which was celebrating 175 years of producing the amber nectar.

Later that evening, whilst thinking about these occurrences, I recognised the subliminal messages had worked and started to think about this book. Shortly afterwards, a governor (Richard Fleck) mentioned that he hoped there would be some record of the work that had taken place in the development of the school and thought it should be in the form of a book. The dye had been cast and pen was put to paper! The majority was written on flights to and from Malaysia in the two years prior to the opening of the College.

In a technological age, it is remarkably easy to store images of the events leading up to the opening of an institution and, in essence, that is what this book consists of, a pictorial history of the development of the school between 2007 and 2012, plus a few words from me.

That said, it has demanded the time of a lot of people and I should formally record my thanks to them for their patience, wisdom and support. In particular to the Senior Management Team and the Councils of both Marlborough Colleges for their contribution in making the story happen, Anita McGrail my PA in Marlborough, Wiltshire, who has managed to read my almost indecipherable handwriting for many years and to Norita Ahad, my PA at MCM, who is gradually getting to grips with the same tortuous process. Also, thanks are extended to all those who have taken the photographs which appear in this book, in particular Bill Addington, Keith Bunce, Naomi Calverd, Neil Croucher, Tig Mooney, Ali Pick, Laura Pick and Matthew Tennant.

Finally, and particularly as this will form part of the Archive of Marlborough College Malaysia, I wish to record my thanks to my family for being so selflessly supportive during what has been a five year journey. To my parents, who sadly are no longer with us, for encouraging me to take the role in Malaysia, to my long-suffering and wonderful wife Ali for her unwavering support, for sharing and regularly solving my many problems, often when we were six thousand miles apart, and to my daughters, Laura and Emma, who constantly make me smile and realise that I am a very lucky man. 🌸

Robert B. Pick
MASTER, MARLBOROUGH COLLEGE MALAYSIA



The Pick family in Marlborough, Wiltshire

THE VICTORIAN AGE (1837–1901) WAS A DIVERSE AND COMPLEX TIME IN THE development of Britain as a nation. It was a period when artistic styles, literary schools, scientific progress as well as social, political and religious movements flourished. Broad imperial expansion, great political reform and an industrial revolution brought with them increasing prosperity and an emerging wealthy commercial class. This created, to an extent, a shift in the make-up of the social classes with the rapidly expanding middle class now combining with and challenging the hereditary aristocracy in business and commercial ventures.

One of the benefits of the newfound wealth was an era of philanthropy, a result of which was the establishment of some of England's finest schools, based on the recognition that the education system at this time in Britain was hopelessly inadequate and catered only for a small proportion of

the rapidly growing population. Marlborough College was one such school, which was established to provide ‘first class education at low cost for the sons of clergymen of the Established Church’.

It was in 1838 that Reverend Charles Plater began his mission to start a school. Along with a group of like-minded individuals, supported by the Archbishop of Canterbury, he set about a not totally dissimilar process to the one that has taken place in Malaysia. By 1839 he had selected the site and agreed to take a lease on an eighteenth century manor house and its extensive grounds.

The estate had connections with Jane Seymour, (Henry VIII’s third wife and mother of the future Edward VI), and her family. Edward Seymour, Jane’s eldest brother, on becoming 1st Duke of Somerset was given the land and successive members of the Seymour family lived in a house, no longer in existence, which had been built close to Marlborough Castle. By 1711, the 6th Duke of Somerset had constructed another house on the site which he gave to his son Algernon, Lord Hertford, who moved into it in 1718. Upon Lord Hertford’s death in 1750, the Seymour mansion was converted into a coaching inn (The Castle Inn), by repute the very best coaching inn on the London to Bath route, and remained so until the Industrial Revolution brought more efficient and cost effective transport in the form of Isambard Kingdom Brunel’s Great Western Railway. As the popularity of the coach and horses decreased, the Castle Inn attracted fewer guests, the majestic building fell into a state of decay and the prosperity of Marlborough declined dramatically.

The idea of a school in the Seymour mansion found much support and when the final guests left the Castle Inn on 5th January 1843, work began to convert the property into a school. On 23rd August 1843, the first Marlburians arrived to take up residence.

*Opposite:
The Seymour family mansion,
The Castle Inn,
Marlborough College C House.*



*The Master and Mrs Pick
with a well-known OM*



Since those early days the College has developed a strong reputation for being a pioneer of innovation within education, being the first major independent school to admit sixth form girls in 1968, designing both SMP Mathematics and Business Studies A level courses and becoming fully co-educational in 1989. It is no surprise that Marlborough College is currently ranked as one of the leading co-educational independent boarding schools in the world.

But how do you rank a school? If a group of prominent educationalists were asked to define ‘education’ or a ‘successful school’, I suspect there would be as many different answers as the number of people questioned. Therefore to see ranking lists which normally only take into account one objective measure always interests and amuses me in equal measure. Whilst objectivity is undoubtedly important, many of the qualities of good schools are non-quantifiable and therefore a degree of subjectivity is also needed when making judgments about the success of schools.

I do believe that there are worthwhile criteria to consider. One of which is to analyse which universities the leaving cohort attend. In the last three years (2010, 2011 and 2012), two thirds of the leavers from Marlborough gained a place at one of the world’s leading 100 universities; that is, of course, if you believe the list which presents the top one hundred. I am assured that there are approximately 20,000 higher education establishments around the world, so these one hundred, in theory, make up an elite 0.5%. If this is the case, Marlburians achieve well.

The other more subjective measure, in my opinion, is the contribution that the pupils make to the greater good of society in their adult life. Great schools do have great alumni; this is

a fact. The Marlborough list of distinguished alumni is extensive, could fill their own book and, without a shadow of doubt, pages should be left blank to provide room for the next generation of high achievers. One objective of Marlborough College Malaysia is to provide a similar list as its own history unfolds.

Many alumni will be mentioned within these pages, but to have a Nobel Laureate, Archbishop of Canterbury, Poet Laureate, Everest expedition leader, Government ministers, international sportsmen, artists, literary writers, musicians of international renown and a future Queen of England amongst the alumni is a reasonable indication of the College's ability to produce what I would describe as 'educated' people.

However, great schools do not rest on their laurels and much credit is due to the College Council and the Master of the College at the time, Nicholas Sampson. The Master believed Marlborough had become too monocultural and Anglocentric and required changes to be made to prepare young people for global citizenship. Philosophically, pupils need to experience other cultures beyond their own and this shaped the decision to expand beyond the narrow confines of Wiltshire in England.

Whilst the establishment of another school was undoubtedly a first for Marlborough, Marlburians have established schools in other countries. Bishop Cotton, who was the second Master of Marlborough (1852–58) started the Bishop Cotton schools in Shimla and Bangalore, as well as the Cathedral and John Connon School in Mumbai. He is thought to be the person

*Opposite:
Marlborough College Common Room in 1916.
J.R. Taylor is fifth from the left of the seated row*



referred to in the expression, ‘bless his little Cotton socks’. A reference to the Bishop’s blessing of the clothing provided for the destitute, homeless children during his missionary work.

In a sense, in coming to Malaysia, we are following in the footsteps of an alumnus, albeit some eighty years later. John Rowland Taylor was a pupil at Marlborough (B3 1886–89) and returned, after graduating in Mathematics from Trinity College, Cambridge, where he also won three hockey Blues, to become a beak. His record at Marlborough will, I doubt, ever be equalled. In his time he became the Housemaster of three different Houses (B2, Summerfield and Preshute), Acting Master in the interregnum between Basil Wynne Wilson and Cyril Norwood, and Bursar. In 1923, presumably bored as there was nothing new left to do at Marlborough, he decided to join the Malay Education Service and was made Headmaster of Muar Government School in Johor in 1929, a position he held until 1940. He is remembered fondly in the history of the school, which is now called Sekolah Tinggi Muar or High School Muar, as ‘the most well known and most devoted of the Government English school headmasters’. Sadly, J.R. Taylor lost his life, drowning in the Straits of Malacca, attempting to escape the Japanese invasion of Malaya in the Second World War.

The opportunity to develop a new Marlborough is perhaps the most exciting and revolutionary step taken since the foundation of the College in 1843. With other British schools taking similar leaps of faith in other parts of the world perhaps we have come almost full circle and, I am certain, our Victorian forefathers would be pleased to see the great traditions and excellence of the English public school system being extended around the globe. 🌹



*Muar High School, Johor,
where J.R. Taylor was Headmaster*

2007

—INDIA, HONG KONG, SINGAPORE OR MALAYSIA

DISCUSSIONS PERTAINING TO ‘INTERNATIONALISM’ HAD BEGUN IN 2005, IN the early part of Nicholas Sampson’s tenure as Master of the College. Widening access for entry to Marlborough created by the introduction of a new Admissions system was followed with the introduction of an international terminal qualification; the International Baccalaureate Diploma Programme. Whilst other schools may have embarked on similar changes, the Master’s vision of a global network of Marlborough schools, managed and governed by those with association with the school in Wiltshire, was unique.

During our many discussions, and indeed those of the College Council, it was eventually agreed that we would look at opportunities, which seemed in the first decade of the new millennium to be emerging on a monthly basis, in countries with an understanding and tradition of a British based education system.

At the time I was Second Master and Deputy Head of the College and, amongst other duties, I tried to help the Director of the Foundation, Neil Croucher, in his work with the Marlburian community around the world. Therefore I was involved in out-of-term-time travel on behalf of the College so it came as no surprise when the Master asked me, along with the Bursar of the time, David Williamson, to visit a possible school site in India (near Mumbai) in May 2007. Invitations followed from South Korea, Vietnam and two further Indian possibilities in Goa and Kolkata. The first Indian exploration was followed by a visit to Hong Kong and Singapore, with the Master, to assess possibilities, which also coincided with Marlburian Club dinners, in July 2007. Critically, if a new school was to carry the name of Marlborough, we required sufficient space to educate young people in the manner we believe in, an absence of government intervention and a partner who was interested in education and not purely maximum financial gain. Marlborough was never going to franchise itself and required managerial and governance control. For various reasons there were drawbacks with all of our potential partners and we flew to Kuala Lumpur on Thursday 19th July, marginally dispirited and totally unaware that the visit would change the history of Marlborough College.

I awoke to the sound of the telephone the morning after a rather convivial evening in the company of many fine Old Marlburians, to be asked to attend an immediate breakfast meeting with a delegation from Khazanah, the Malaysian treasury's sovereign wealth fund. They had heard Marlborough's representatives were in town, following an introduction from Tan Sri Jemilah Mahmood and earlier conversations with Tunku Ali Redhauddin Tuanku Muhriz, and did not want to miss the opportunity to meet us.

Our party had spent the night in a hotel on Jalan Bukit Bintang. It had just become the Grand Millennium, but was still called the Regent by all in KL. Renovation was at its height and the only place for breakfast was by the pool!

Arriving in a slightly dishevelled state, Nick Sampson and I were introduced to the group who wanted to discuss the possibility of Marlborough bringing an international school to Malaysia. Ganen Sarvananthan took the lead and introduced the concept of Iskandar Malaysia and the opportunities for the College. All of our questions, based on concerns that had arisen with other potential partners, were answered with assurance and the offer of space, lack of interference and strong educational motives were convincing. We departed from the meeting excited by the possibilities but fully aware of the need for much work to be undertaken before even a Memorandum of Understanding could be signed.

I have stayed at the Grand Millennium on numerous occasions since. It always reminds me of that meeting and the profound life-changing effect it has had. 🌸



Left: Kuala Lumpur

Above: The Grand Millennium Hotel, Bukit Bintang, Kuala Lumpur

2007– 2009

THE LOST YEARS

NEVER UNDERESTIMATE THE AMOUNT OF WORK NEEDED AND TIME REQUIRED to provide the foundations from which you build. When I reflect on the period between the initial conversations with Khazanah (July 2007) and the signing of the agreement to establish an international school in Iskandar (October 2009), the labours of those two years will be quickly dismissed, as they yielded only reports, drawings and financial spreadsheets. Without them though, the project would never have reached fruition and the excellent work of David Williamson must not be forgotten. He regularly used the catchphrase: ‘the devil is in the detail’ and how right he was. I consider myself fortunate to have worked alongside such a determined, committed and enthusiastic friend. We had a number of trips to Malaysia together and, whilst hard work, they were massively productive and always good fun. He retired as Bursar of the College in July 2009 and we shall forever be indebted to him for his outstanding contribution to the initial development of MCM.



David Williamson

Discussions continued apace with our potential partners, who were initially UEM Land, until we were informed it was to be the South Johor Investment Corporation (SJIC). For some reason, unbeknown to me and of absolutely no significance to Marlborough, SJIC morphed into Iskandar Investment Berhad (IIB) before we signed the legal agreements.

Ganen Sarvenanthan of Khazanah visited London in late 2007 and met with the Chairman of the College Council, Sir Hayden Phillips. This eventually led to the signing of a Draft Collaboration Agreement (January 2008) between Marlborough and SJIC and the start of a meaningful partnership.

Work continued behind the scenes about the type of school we wanted it to be, how it would develop and the facilities and space required. KPMG (Singapore) were engaged in November 2007 to conduct a market feasibility study, which pleasingly gave positive results, but then again, I would have been surprised to read anything else. I re-read part of the study recently and it is amazing how quickly things have become out of date or proved wrong. It was suggested that our day pupil market would be almost exclusively from Singapore, with no mention of any potential pupils from Iskandar or Johor Bahru. I suppose at the time Iskandar was embryonic with very few residents and the development within and around JB has been significant over the last few years. KPMG were not to know this at the time of producing the feasibility study but Marlborough has been one of the fortunate beneficiaries of the rapidly developing region.

Around the same time we were introduced by an old pupil, Nick Wright (Littlefield 1984–89), to HOK, an international architects’ firm. I remembered Nick well from his Marlborough

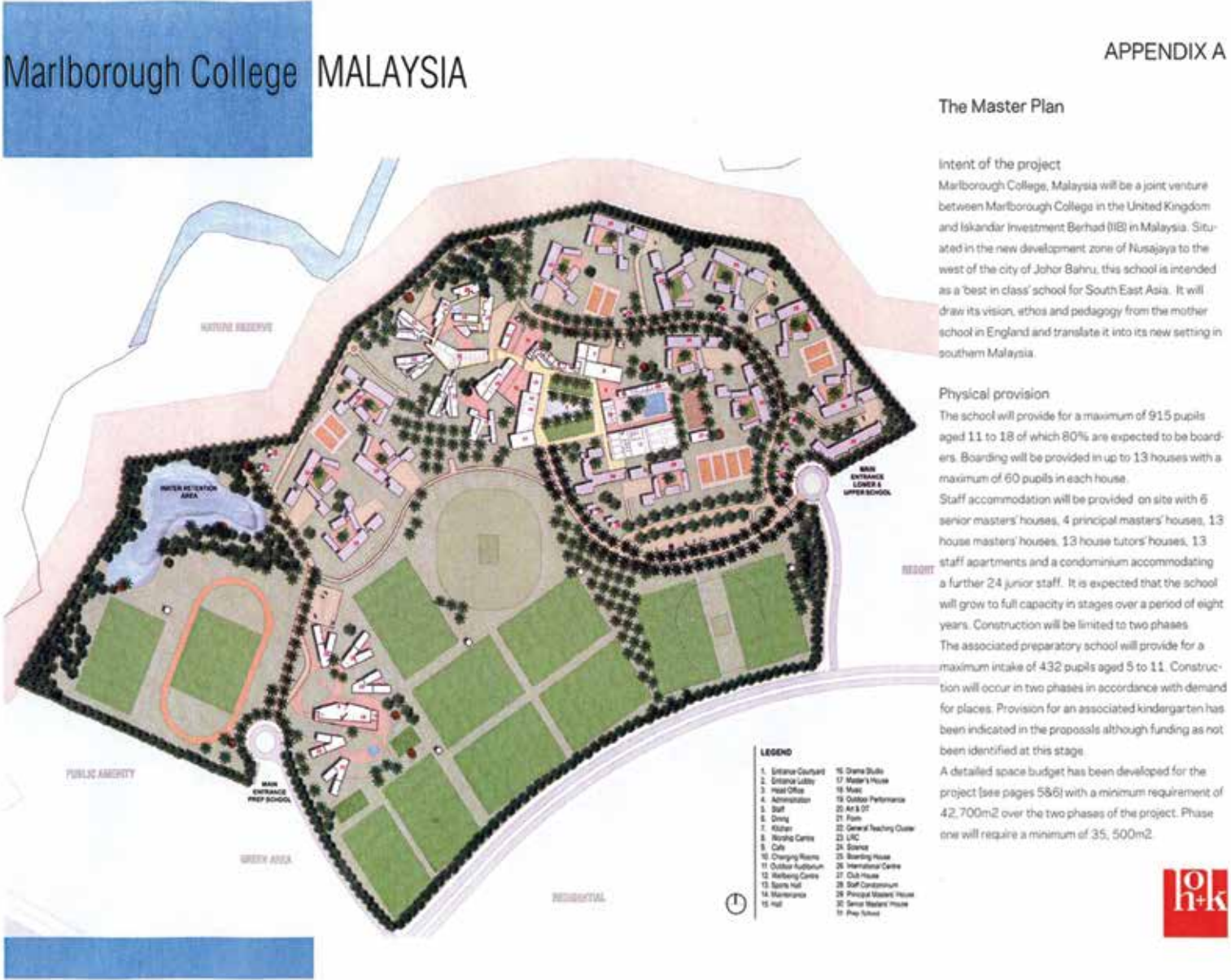
days and he was instrumental in making what turned out to be a hugely positive introduction.

HOK were eventually appointed as architects for the project in April 2008 under the guidance of their lead educational architect Stefan Jakobek. Along with his very capable assistant, Yi-Ting Yau (who was brought up in Johor Bahru), they produced a masterplan for the new school after several visits to Marlborough and extensive conversations with me, David Williamson and many members of the Common Room. They got beyond the superficial, recognised the heart and soul of Marlborough and then translated this into contemporary twenty-first century Malaysian architecture.

The project in itself is something I feel privileged to have been involved with, but to have the added bonus of working with such consummate professionals is something rather special. My regular trips to Whitfield Street, London W1 and reciprocal visits to Marlborough by Stefan, Yi-Ting and Nick were always positive occasions and their input has been invaluable.

Perhaps the most important meeting happened just prior to HOK’s appointment. Tuesday 11th March 2008 was the first formal visit of SJIC to Marlborough. They sent Khairil Anwar Ahmad, recently appointed to the position of ‘Vice President Education’, and Dr Razlan Haniff who I had met previously in Malaysia. Khairil explained that he had been asked to create and develop the education hub within Iskandar and, as such, would be Marlborough’s point of contact.

First impressions count and I had already made my mind up that we could work well together when, on our journey back to Swindon station, he mentioned in passing that his football team had



HOK's original Masterplan



Stefan Jakobek
(HOK lead educational architect),
the Master,
Neil Croucher
and Tig Mooney
(Head of the Preparatory School)

played at the County Ground the previous Saturday. This was, for me, the seminal moment as I recognised that Khairil was a passionate supporter of Leeds United FC. I had been at the match, along with five thousand other Leeds fans, who had contributed to what was by far Swindon's biggest gate of the season and had agonised through ninety minutes of absolute mediocrity to see the Mighty Whites emerge victorious, 1-0. How the mighty have fallen but, as the phoenix rises from the ashes, so too will our team.

The consequence of this happy association, which had come about following Khairil's mother studying for her PhD at Leeds University, was that a remarkably strong bond was immediately formed and the bond extended way beyond our professionalism to complete the task in hand.

It did not take SJIC/IIB very long to recognise Khairil's considerable ability, resolve and commitment and he was quickly promoted to CEO of the education division of Iskandar Investment (Education@Iskandar) and in 2011 was asked to take control of Technology and Innovation in addition to his education duties. By 2012 he had been appointed as COO of Iskandar Investment Berhad. When looking at the development of Iskandar in 2012, it is fair to say that it is really only the education section that has flourished. That the universities of Newcastle, Southampton and Reading, along with a Dutch maritime institution plus the Johan Cruyff football school are all present in Iskandar, is primarily down to Khairil. I should also add that he has played a big part in the development of Legoland and Pinewood Studios.

From a Marlborough perspective, he has been excellent to deal with and his regular interventions when asked for invariably resulted in a positive outcome. There were moments, and I suspect this applies to all institutions taking the leap of faith by starting a new campus in Malaysia, when I wondered about our involvement, but the strength of our relationship made my commitment and resolve stronger.

Iskandar Investment is fortunate to have had Khairil as a loyal and able employee. I am fortunate to consider him a good friend.

I returned to Malaysia during the Easter holidays 2008 with the Master, Nick Sampson, and inspected the Iskandar region. At this time little of the external infrastructure was in place and it was difficult to imagine how quickly and spectacularly the area would develop. I recall a visit to Horizon Hills and taking a look at the semi constructed golf course and building site around it. Any self respecting property investor would have put down a deposit there and then; perhaps that's why I am a schoolmaster.

It was during this period that negotiations became more serious and realistically could have been the break point of Marlborough's involvement. In all walks of life, financial discussions have a greater ability to cause arguments and conflict above almost anything else, and although challenging on occasions, thankfully this did not cause the project to stall. In retrospect, I think it strengthened the resolve of all those involved to make it work, although at the time I don't recall thinking that was the case.



*Opposite: Khairil and his wife Izan with Bob and Ali Pick
 Top: Khairil tries out the new College catering
 Bottom: The Picks and the Anwars enjoying 'makan' together*

*Neil Croucher (Foundation Director),
the Master and Khairil Anwar (IIB)*



By the summer of 2008 we had engaged PwC (Kuala Lumpur) to produce a financial plan based on the model of the school as discussed with our architects HOK. Andrew Chan was in charge of the project and, along with Irwan Ahmad and Shir Se Cheng, produced over the course of approximately nine months a model which MCM's Bursar, Kate Nicholson, used throughout the year before opening. Their work, which seemed to cover every eventuality, was carefully scrutinised by David Williamson, resulting in documentation which gave the College Council and all connected with the project a degree of confidence. PwC's work was a major reason for the green light to take the project forward and it should be mentioned that the basis of that plan was still holding up in 2012.

Our positive links with PwC have been maintained through their tax and audit division. Lorraine Yeoh has provided taxation advice over the development of the project whilst Teng Siew has been instrumental in the yearly audit returns of our Malaysian entity. 🌸

4. *A* LEGAL AGREEMENTS:
MARLBOROUGH COLLEGE (OVERSEAS) LTD
& M EAST SDN BHD

INEVITABLY, THE MAJORITY OF PEOPLE ASSOCIATED WITH SCHOOLS THINK SOLELY about the education of the pupils, however, it is absolutely essential to have the correct legal structure behind the institution.

For that we can be grateful to a number of companies and individuals who have been remarkably helpful, showing generosity of spirit and giving freely of their time to ensure the completion of the project.

The story begins with the incorporation on 24th October 2007 of Marlborough College (Overseas) Ltd, a private company created by David Williamson for Marlborough College's overseas expansion plans. For the sake of the archivist, the first directors were:

Sir Hayden Phillips (Chairman), *Mr P.A.F. Figgis*, *Mr R.J.H. Fleck*, *Sir Roger Hurn*, *Mr P.J. Manser*, *Mr R.B. Pick*, *Mr N.A. Sampson*, *Mr D.S. Williamson*.

This group, with the exception of John Manser, who sent apologies, met in London on Thursday 7th February 2008 to appoint Sir Hayden Phillips as Chairman and David Williamson as Company Secretary. Beyond the appointments and statutory legal and accounting procedures, it is interesting to note the agenda points for discussion in this and a number of subsequent meetings.

- 1) Draft Collaboration Agreement between the Company and the South Johor Investment Corporation
- 2) Initial Feasibility Study commissioned from KPMG Singapore for a proposed international school in the Iskandar Development Region, Malaysia
- 3) Detailed Business Plan and Due Diligence
- 4) Appointment of Architects
- 5) Project Management

At this time Marlborough had engaged Farrer and Co for legal advice with Sam Macdonald and Anthony Misquitta proving to be a great help in establishing the company and registering trademarks in Malaysia. In addition, the company structure of a Malaysian entity was suggested and an introduction to our Malaysian solicitors, Shearn Delamore, was kindly provided.

Shearn Delamore, which can be found on Leboh Ampang in the old part of Kuala Lumpur,

employs some very good people. Lorraine Cheah has been our chief advisor, along with particular help from Aileen Chew, Nicholas Tan, Ka Im and Ms Won, who has taken on the role of Company Secretary. Marlborough College Malaysia has benefited enormously from their collective wisdom, great enthusiasm and splendid support.

They were asked to incorporate a company in Malaysia which would act as the operating company of the school. The company would be owned by Marlborough College (Overseas) Ltd but its directors would reflect the fact it was a company in Malaysia. MEast Sdn Bhd was established in May 2009, initially with three directors, all old boys of Marlborough:

Mr P.J. Manser (Chairman) (Preshute 1953–58), *Dr Chin Joo Lim* (C2 1970–75), *Tunku Ali Redhauddin Bb Tunku Muhriz* (Barton Hill 1990–95).

However, following a stipulation from the Malaysian Ministry of Education that the company must have a minimum of five directors, two more Old Marlburians were appointed to serve as Directors of the Company in July 2009.

Wan Adlan Affandy bin Wan Abdul Rahman (Turner House 1990–92), *Jessie W.Y. Soon* (Elmhurst 1996–2001).

With the company structures in place by the end of the summer term 2009 and Iskandar Investment Berhad (IIB) pushing for a signing date, negotiations began on the legal agreements.

At this point, Richard Fleck CBE, an eminent London lawyer, Old Marlburian (B3 1962–67), Council Member, Trustee of the College Foundation, Director of Marlborough College



*Richard Fleck (OM)
Council member and chief legal advisor*

(Overseas) Ltd, amongst a myriad of other senior positions, offered his help in attempting to draw up the legal agreements.

David Williamson and I met with Richard on Friday 10th July 2009 to discuss the initial documents proposed by IIB. Richard immediately assumed control, took up the challenge and gave so much time and energy in the following months to ensure we were both ready and, more importantly, happy with the documents Marlborough College (Overseas) Ltd were about to sign.

Two particular incidents should be mentioned which reflect Richard's absolute commitment. Firstly, a 3.00 a.m. (UK time) conference call with Shearn Delamore which lasted for the best part of two hours. Richard was simply first rate at analysing every clause and detail. Secondly, before we climbed aboard an A380 at London Heathrow to go to the signing ceremony, Richard was still dotting the final 'i' and crossing the last 't'. Pacing up and down the departure lounge, talking rapidly to either IIB or Shearn Delamore on one telephone and reading legal clauses on another, I feared for Richard's survival. Thankfully it was time to board and the mobiles had to be switched off, but not before Richard had achieved his objective. With his remarkable capacity for detail, legal knowledge and stamina, Richard was the pivotal figure throughout the legal negotiation period.

Since then Richard has taken a special interest in MCM and has been the College Council link to the project. In October 2010 he became a director of MEast Sdn Bhd along with two more Old Marlburians, Huan Yeong Lau (C2 1970–75) and Guan Hock Chua (B1 1978–82), to bring the board's strength to eight.

I am personally very grateful to Richard for his immense contribution, his willingness to go the extra mile and his dogged determination to see things through to their conclusion, both in the legal phase and the following three years until opening. I should also record that his professional colleagues at both Shearn Delamore and IIB, in particular Joanne Jacinta Ooi and Adrian Chair, have appreciated his legal clarity, expertise, determination and resolve. Marlborough College Malaysia is indebted to him. ✨



*The legal team from Shearn Delamore
along with Richard Fleck (third from right),
Joanne Jacinta Ooi (fourth from right)
and Adrian Chair (third from left)*



IN THE FIRST QUARTER OF 2008 MARLBOROUGH INSPECTED A SITE ALMOST adjacent to NUMed’s buildings on the edge of Educity. After negotiations we secured a plot in the region of ninety acres and instructed our architects HOK to design the masterplan based on the topography of the site. By early 2009 Stefan Jakobek and his team had achieved what we had requested but, as often happens, plans change.

IIB announced that it was highly probable that we would find electricity pylons being erected along two sides of our site. Needless to say, this was not greeted with unanimous approval and it did not take long to convince Khairil that marketing a school in the shadows of high voltage pylons was never going to be a winner. As a result an alternative site was sought.

The photograph, opposite, of Khairil standing alongside Nick Sampson, Bill Addington (MCM's Project Manager) and Muhamad Shukri Abdullah (IIB) taken in March 2009 was the first visit to the palm oil plantation (which was part of Ladang Honan) that was going to become Marlborough College Malaysia.

I recall Stefan Jakobek's enthusiasm for the new site, which he saw as being far superior to the original one after studying the topography. We visited the site later that year and I doubt I was alone in wondering what he was excited about, but his architect's mind, vision and spatial awareness took over and he proudly announced we were standing in the middle of what he thought would be the 1st XI cricket pitch. I was more concerned to ensure that the outfield did not have too many creatures wishing to make my acquaintance.

Bill Addington came onto the scene in 2009 following an introduction from Chin Joo Lim, one of the MEast Sdn Bhd directors. Bill is an engineer by training and runs his own company in Kuala Lumpur, where he and his lovely wife Sal have been residents for over twenty years. Bill had recently stepped down as Chairman of Governors at Alice Smith School, Kuala Lumpur, having helped with the building and development of their excellent campus at Equine Park. Therefore he was an ideal man to ensure that Marlborough's interests during the development phase were well represented. Bill was appointed as our Project Manager/Client's Advisor in September 2009 and has been outstanding in his efforts on behalf of the school. He also has a wonderful ability to

Opposite:

'And I think this will be the cricket pitch'



retain his calm, even when it is clear that all around have lost theirs! Bill and Sal have become dear friends; the board members of Marlborough College (Overseas) Ltd made an excellent decision in appointing him.

Over the three years, no task was too much for Bill and in addition to attending weekly site meetings, site inspections and producing monthly reports, he helped with marketing the school, showing prospective parents around the site, visiting furniture manufacturers and sanitary ware specialists plus a whole host of other activities. He has gone way beyond his remit and for that I am very grateful.

Another supporter of the development of the school has been Neil Croucher, until recently the Director of the Marlborough College Foundation. Neil was present on the first trip to Malaysia in 2007 for the Old Marlburian dinner and has enlisted the support of individuals and corporations to help with the development of MCM. A 'non-threatening cuddly teddy bear' is how one OM described him; the ideal man to fundraise. Neil's efforts continue to come to fruition and he has helped to raise Marlborough's profile in both Singapore and Malaysia. Most importantly, he is the person who knows everyone and even those he doesn't, he has the ability to make them think he does! Neil has been instrumental in pulling the Marlburian communities together in South East Asia and Marlborough College Malaysia has been a principal beneficiary of this. 🌸

*Opposite: Inspection of the site from the Council.
Left to right: Adlan Wan Abdul Rahman,
Tunku Ali Redhaudhin Tuanku Muhriz,
H.Y. Lau, Bob Pick, Ali Pick, Neil Croucher,
Dr C.J. Lim, Nick Sampson, Peter Bryan,
Graeme Salt, Richard Fleck
and Tig Mooney*



6. PUTRAJAYA: FRIDAY 30TH OCTOBER

2009

MY FIRST VISIT TO PUTRAJAYA, THE ADMINISTRATIVE CAPITAL OF MALAYSIA, involved sitting on a primary school sized classroom chair explaining to the Private Schools Division of the Ministry of Education about the reasoning behind the new school and the need to be granted a licence for establishment.

Many visits later and many private schools ministers later, Madam Ee, Satinah Syed and Haji Khairil were the three I had the good fortune to deal with, a licence for the establishment of a school was granted and we, in conjunction with Iskandar Investment Berhad, made arrangements for a signing ceremony which took place in the Putra Perdana Ballroom, The Shangri la Hotel, Putrajaya in the presence of the Deputy Prime Minister, Y.A.B. Tan Sri Muhyiddin Mohd Yassin.

Part of the press release from Iskandar Investment reads as follows:

Iskandar Investment signs historic deal with Marlborough College

Elevating Iskandar Malaysia’s international standing and creating employment opportunities with a landmark agreement to develop Marlborough College Malaysia by 2012.

Kuala Lumpur, 30th October 2009—Education@Iskandar Sendirian Berhad, a subsidiary of Iskandar Investment Berhad, today signed a landmark agreement to develop Marlborough College Malaysia, as part of long-term plan to establish EduCity as a world class education hub in Iskandar Malaysia. Marlborough College Malaysia is the first international venture for the leading British independent, co-educational boarding school for pupils aged between thirteen and eighteen years old.

Scheduled to open in September 2012, Marlborough College Malaysia will cater to the schooling needs of local international students across Asia by providing a first class education, elevating Iskandar Malaysia’s standing as the ultimate destination for global citizens to live, work and play. It also provides local students the opportunity to benefit from a world-class education in Iskandar Malaysia. Marlborough College Malaysia will be highly accessible to students from across Malaysia and the region due to its accessibility from Senai Airport and Singapore.

The agreement to develop Marlborough College Malaysia was officially signed between Education@Iskandar Sendirian Berhad (EISB), Marlborough Overseas Ltd (MOL) and MEast Sendirian Berhad (MESB) in the presence of Y.A.B. Tan Sri Muhyiddin Mohd Yassin—Deputy Prime Minister of Malaysia cum Education Minister, His Excellency Boyd McCleary—British High Commissioner for Malaysia and Tan Sri Azman Mokthar—Chairman of Iskandar Investment.

Gracing the signing ceremony, Deputy Prime Minister cum Education Minister Y.A.B. Tan Sri Muhyiddin Mohd Yassin said: ‘Malaysia is an emerging contender to attract international students and the agreement today between Iskandar Investment and Marlborough College is testament that we are moving in the right direction to become a global education hub in Asia. We currently have approximately 16,000 international students studying in private and international schools in Malaysia.’

‘Iskandar Investment is excited to be bringing in Marlborough College Malaysia, yet another global brand, to complement EduCity in Iskandar Malaysia,’ said Arlida Ariff, President and CEO of Iskandar Investment. ‘This catalytic project will bring benefits for the entire community—from creating job and business opportunities in Iskandar Malaysia to providing a high-quality international educational experience in an environment which seamlessly integrates elements from both Eastern and Western culture.’

‘The demand for international education in Malaysia is poised for growth and Malaysia is

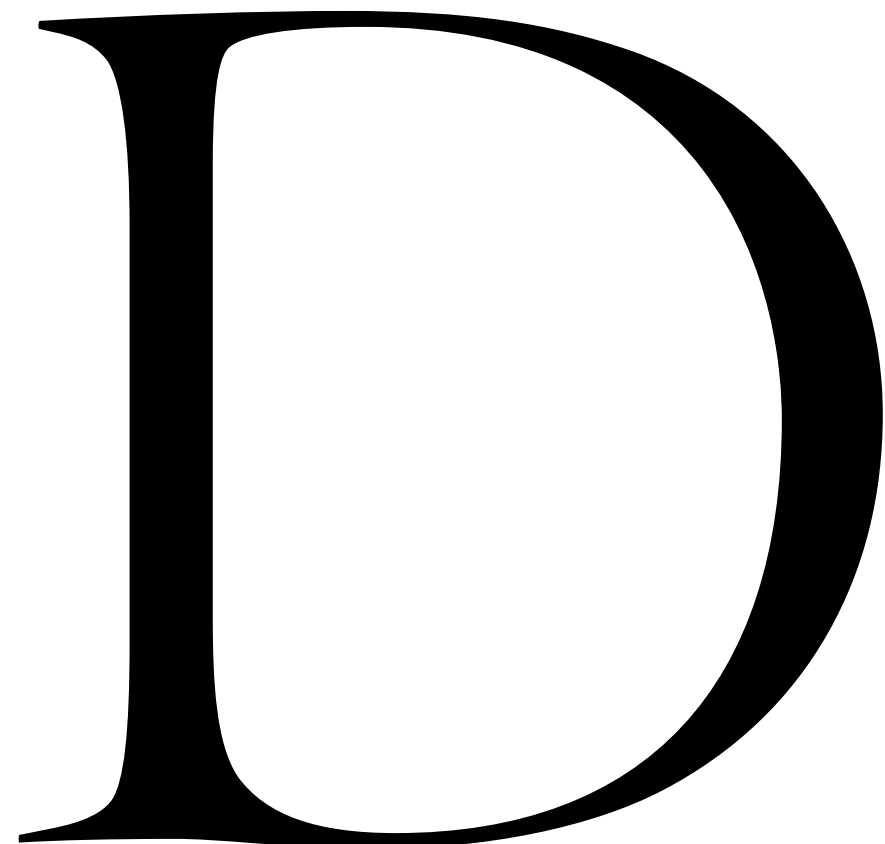
Opposite: Putrajaya: the signing ceremony
Top left: John Manser (Chairman of MEast Sdn Bhd)
and Arlida Ariff (CEO Iskandar Investment Berhad),
a great supporter of the Marlborough project,
sign the agreement
Top right: Deputy Prime Minister Tan Sri
Muhyiddin Yassin (fifth from left),
British High Commissioner H.E. Boyd McCleary
(second from left)
along with Tunku Ali, John Manser
and Chairman of the Marlborough College Council,
Sir Hayden Phillips (sixth from left)
Bottom left: Arlida Ariff and Sir Hayden Phillips
Bottom right: Nick Sampson

now a preferred study destination amongst international students,’ added Sir Hayden Phillips GCB, Chairman of Marlborough College Council. ‘Marlborough College is proud to be at the forefront of the current demand for international education as Malaysia continues to stand out on the global stage.’

‘It is very exciting to have a genuine expansion of the Marlborough College brand here in Malaysia instead of following a franchise model adopted by many other schools that have ventured overseas,’ said Dato’ Siew Ka Wei, Group Managing Director of Ancom and a former pupil of Marlborough College. ‘I am certain that this initiative will enhance the fantastic education that the College affords and will provide all Marlborough students, based in both the UK and Malaysia, with a thoroughly international education giving them the best possible start in today’s global marketplace.’

Marlborough was represented by Sir Hayden Phillips in his capacity as Chairman of Marlborough College (Overseas) Ltd and John Manser as Chairman of MEast Sdn Bhd. Nicholas Sampson, the UK Master, gave an outstanding speech to the assembled audience which included Richard Fleck, Neil Croucher, Ali and me. With the development agreement in place, physical rather than theoretical work could now begin. 🌸





THE EXCITEMENT AND EUPHORIA EXPERIENCED AT THE SIGNING CEREMONY quickly subsided as the reality of what was now required hit home. I was still Second Master of the College and, although I was able to relinquish my teaching duties, I found myself constantly juggling the demands of what were really two full time jobs. I didn't feel I did either role as well as I might, but instead just about managed by dealing with Marlborough UK in term time and Marlborough Malaysia during what were theoretically titled 'holidays'. There were a couple of occasions when I was required to visit Malaysia during term time and I was enormously grateful for the help and support of those around me in the Senior Management Team, particularly James Rothwell who was Senior Master at the time and covered my absence. However, it was abundantly clear that the situation as it was could not prevail for long.



Opposite: The Honan Estate palm oil plantation
Above left: December 2009: taking the felled trees to the biomass area
Above middle: January 2010: the site is cleared
Above right: February 2010: earth-moving equipment reforms the landscape

The last weeks of 2009 saw the first physical activity on site, when the old palm oil plantation was removed. I was assured that all the felled trees would be taken to the biomass area, although history does not relate where this is. By the start of the New Year 2010, earth moving equipment was in place on site and the preliminary earthworks and soil testing took place. To my delight, the water retention pond which had been specified by the authorities, took exactly the shape and form as on HOK's original drawings. My trip in the February of that year was confirming evidence of Stefan Jakobek's vision from within the plantation some months earlier.

On the same visit, Neil Croucher and I were invited to the ground breaking ceremony for the Iskandar Sports Arena, just a mile or so down the road from MCM. The ceremony was held in a marquee on a blisteringly hot lunchtime. We arrived to discover we were the only people in suits, shirt and tie. After ten minutes it was obvious that our dress code was somewhat misguided but it did get us noticed by the Deputy Prime Minister who mentioned in his speech that it was good to see Marlborough College represented at the gathering.

Since the signing ceremony, work had concentrated on the detailed design of the school in order for documents to be prepared for tender. In addition, a prospectus and a DVD needed to be produced. Jules Akel was contracted for the former and Patrick Redsell of Suffolk Films for the latter. Both had been employed previously by the College and it was good to be assured of high quality prior to engagement.

Matters seemed to be proceeding in a very positive manner; HOK had completed their design with the help of many in the Common Room at Marlborough, (even though one or two

Opposite: The water retention pond takes exactly the shape as on HOK's drawings





Opposite: Visitors from the UK: left to right: Neil Croucher, John Manser, Richard Fleck, Nick Sampson, Mohd Hisham Kamaruzaman (IIB) and Bob Pick

Below left: Bill Addington (MCM Project manager) showing H.E. Simon Featherstone and his wife Gail the site

Below right: The delegation from the British High Commission visiting the site in 2010.

H.E. Simon Featherstone and his wife Gail are holding the site plan along with Bill Addington



Heads of Department were slightly critical that their subject failed to be given the floor area they believed it justified), IIB had invited companies to tender for the construction, preliminary costings by the quantity surveyors appeared to come in at around the correct price and I was told that the earthworks were ahead of schedule. I might have been forgiven for thinking that this was a relatively straightforward operation but any suggestion of complacency or self contentment was promptly dismissed when Khairil informed me that the bids had been opened and the lowest was approximately 50% above the anticipated gross development cost of the project.

Within a week, in early May 2010, we had mobilised our forces and Stefan Jakobek, Richard Fleck and I went to Malaysia to be joined by Bill Addington for three days of discussions to effectively reduce the amount of the Phase 1 build, removing a few luxury items from the facilities and doing a certain amount of redesigning. The phrase ‘value engineering’ was constantly used; I saw it more as ‘cost cutting’.

With a slight reduction in floor area, building fewer buildings than we had originally intended and squeezing a little more money from our partners into the Gross Development Cost, we eventually settled on the development that would be present when the school opened. In many respects, I wish we had had more time to contemplate the ramifications of building or not building a certain wing, or reducing the floor space of a classroom, laboratory or dormitory. Trying to achieve a perfect school in three days when many of the plans of nearly two years lay in tatters was not easy and, in an ideal world, we would have been given more time. That said, I was greatly impressed by the professionalism of my colleagues who worked very hard alongside IIB’s consultants

to achieve success. Before returning to England to pick up the term time job, I was introduced to MRCB (Malaysian Resources Corporation Berhad), a Malaysian government linked company, who had been awarded the main contract. They assured me that there would be absolutely no difficulty in completing the job in sufficient time and I, rather naively, believed them!

The remainder of the summer term and long summer break provided the opportunity to make headway with more detailed design of some of the systems that were to be in place when the school opened. More specifically, the IT infrastructure for the campus and the layout of the kitchen and serveries were considered in some detail. My knowledge in both areas could be written on the back of a postage stamp, so I was fortunate to be able to call on the help of several colleagues in the UK. Simon Eveleigh, Gary Shearn, Rob Owen and Marcus Rhodes were very helpful and supportive. The knowledge and expertise of John Graham in the area of IT infrastructure and his willingness to go the extra mile, in fact he travelled the six thousand miles later in the year to help, was fantastic. As a result of their work and the outstanding contribution of Paul Lee, our IT Operations Manager, we had a system that worked from day one. I should add that Paul found his interaction with the IT department in Wiltshire hugely beneficial throughout the start-up period. Add to this list the excellent work of Andy Barnes, who at the time was the Catering Manager in the UK, and his successor Adrian Gosztonyi. They were most generous with their time and their efforts to help with the design of the kitchen, in what was now a slightly reduced space, were much appreciated. I should also mention Philip Dukes, Artistic Director, and Alex Arkwright, Head of Wind, for their first rate contribution and help in respect of the plans for the MCM music school and Ian Crabbe for his work with the pupil management system, ISAMS. 🌸

BY THE START OF THE SCHOOL YEAR IN SEPTEMBER 2010, IIB HAD EMPLOYED a myriad of consultants to interpret HOK's drawings and provide detailed breakdown of costs for each part of the build. MRCB subcontracted a large portion of the main building works to Kimlun, a public listed company whose shares immediately experienced a significant rise on the Bursa Malaysia; we were almost ready for construction.

Thursday mornings over the course of the project had been set aside for Consultants' Meetings and Site Meetings with the contractors. My first Consultants' Meeting came as a complete surprise. The project manager from IIB's subsidiary company IDMS invited MCM to discuss various aspects of the proposed construction. Bill Addington, in his role as Client Advisor/MCM Project Manager, attended as our expert and I went along in a minor supporting role.

Above: Information about the consultants and contractors outside the site. In the picture are Rodney Hebblethwaite (B2 1957–62) and his son Jeremy Hebblethwaite (B2 1987–92).

Jeremy's children, Alixandra and Sebastian have joined the Preparatory School and are the first third generation Marlburians at the school in Malaysia

*Below: October 2010: the first sign of a building
Opposite: Buildings emerge in January 2011*



I recall with great surprise and slight horror entering the room to find over thirty people waiting in order to discuss their area of the project with us. With representatives from the project management team, local architect, quantity surveyor, civil and structural engineers, mechanical and electrical engineers, landscape architects, kitchen equipment consultants, interior design consultants and ICT consultants, often with each consultant bringing two or three assistants, meetings of this nature were never easy, as everyone wanted to ask questions of the Marlborough representatives. Bill assured me this was the normal way such meetings were conducted. As a consequence, most consultants spent their time in conversation with each other, or answering e-mails, or playing games on their computer or phones, whilst Bill and I endeavoured to deal with whichever person's time it was for decision making as best as we could.

For the sake of completeness, IIB, through the project management arm of their company, Iskandar Development Management Services Sdn Bhd (IDMS), engaged the following consultants to provide solutions to the difficulties encountered in building the school.

PROJECT MANAGER: *Roslan Saat & Ahmad Bazlin Mohamed*

Iskandar Development Management Services Sdn Bhd (IDMS), Johor.

ARCHITECT: *Khairul Hamizan*

Es Raof Arkitek, Ampang, Selangor

QUANTITY SURVEYOR: *Samsul Shawal*

Baharuddin Ali & Low Sdn Bhd, Kuala Lumpur

CIVIL & STRUCTURES ENGINEER: *Saiful Bahari Hussin*

Perunding Padureka Sdn Bhd, Kuala Lumpur

M & E ENGINEER: *Mohamed Razali Rohani*

Jurutera Budiman (M&E) Sdn Bhd, Petaling Jaya, Selangor

LANDSCAPE ARCHITECT: *Zulkifli Ahmad & Hairi Jamaludin*

Veritas Landscape Sdn Bhd, Kuala Lumpur

KITCHEN EQUIPMENT CONSULTANT: *Barbara Yong*

Advanced Catering Equipment Sdn Bhd, Balakong, Selangor

INTERIOR DESIGN CONSULTANT: *Johar Mohd Mahso*

Aliran Interiors Sdn Bhd, Shah Alam, Selangor

ICT CONSULTANT: *Mohammad Rusdi Said*

Idifynetz Sdn Bhd, Kuala Lumpur

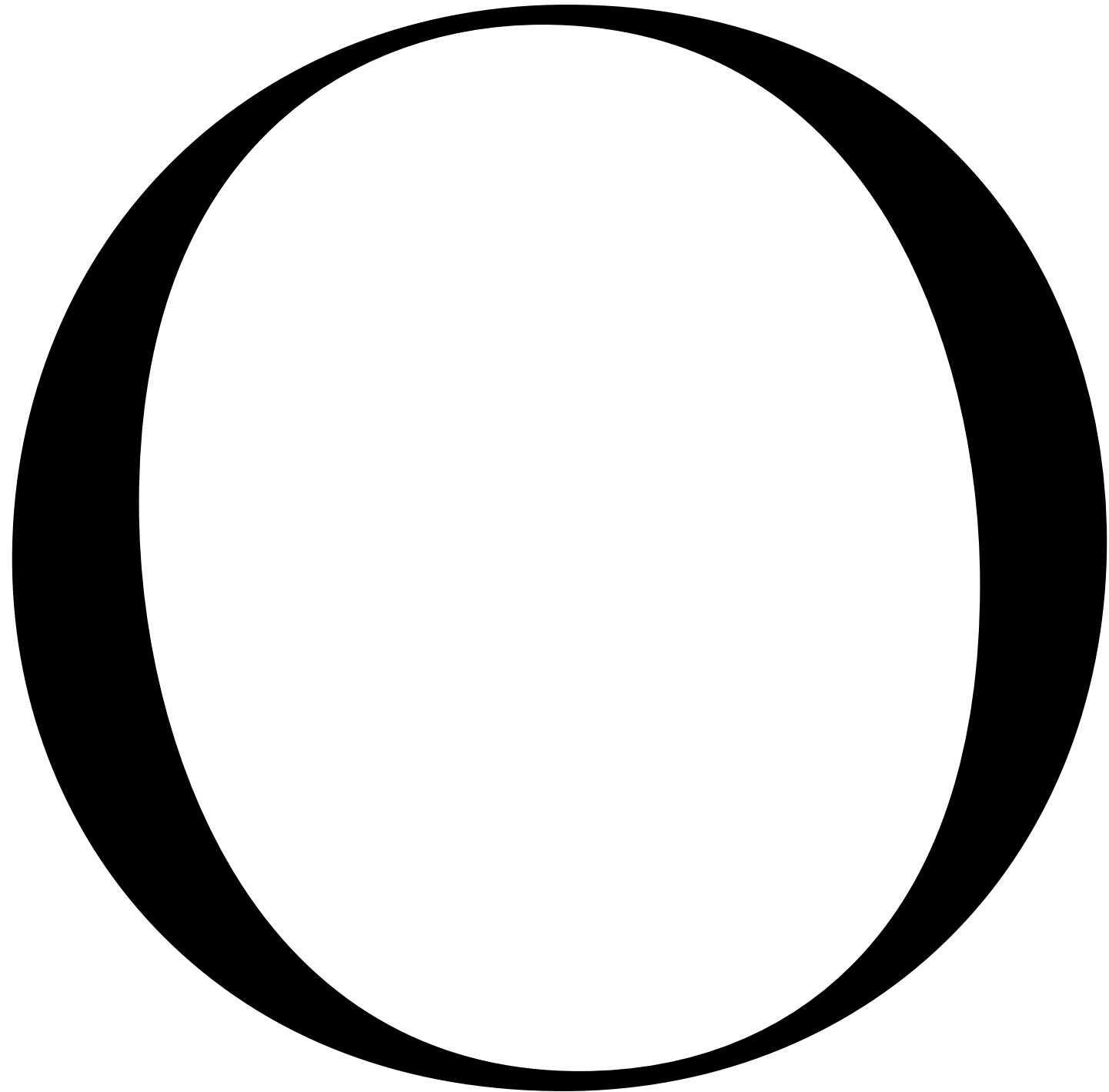
As the project progressed, the consultants' meetings became essentially the warm up act for the appearance of the contractors MRCB (Malaysian Resources Corporation Berhad) and their sub contractors Kimlun. The Project Director for MRCB, Ezani Mohamad always brought along a number of assistants to support his explanation of how things were progressing, or not, as the case may be. The contribution of Ezani and Mr Sim from Kimlun always brought a smile to my face, although not always for the right reasons!

There was occasionally a complete lack of coordination between the contractors and the consultants, plus inadequate direction given both within and between the various parties. At one point we had a workforce of 360 on site, with only one clerk of works and very few supervisors. If 50% of this workforce were working at any one given time, I would be surprised. The inevitable consequence of this situation was a slippage in the rate of progress compared to the schedule and by the New Year 2012, or the Dragon New Year on 23rd January, we were over sixty days behind schedule. The answer to any question in respect of completion dates was utterly predictable as being either ‘next week’ or ‘29th February’, the date when construction was due to be completed.

Although it always felt like a case of two steps forward, one back, it was remarkable to see how much was achieved in a relatively short period of time. I needed to remind myself on numerous occasions that the first signs of any building activity were not witnessed until October 2010 and therefore things were not as bad as I feared. It is certainly fair to say that matters had not progressed as smoothly as we had hoped in this area and I felt that without the Marlborough contingent present at these meetings, progress would probably have been even slower. Were Marlborough to be involved in a repeat of a project of this nature, I would advocate having a greater control over the contractors. In this case the contract was between IIB and MRCB, with Marlborough College Malaysia being the client and, as a consequence, having little influence. Thank goodness for Bill Addington’s continued insistence that he was present at all meetings and able to voice an opinion, which was always the voice of reason. Whilst not controlling the operation, and admitting to being

‘tired and depressed in equal measure’ when delays reached their height, he managed through his personality to keep things moving forward.

We got there in the end but if I am ever invited to another Contractors and Consultants’ Meeting, it will be too soon! 𐄂



THE MICHAELMAS TERM OF 2010 BEGAN WITH A SENSE OF OPTIMISM. I HAD stepped down as Second Master in order to concentrate on the Malaysia project. In contractual discussions over the summer, I had accepted the position of Director of International Development and Deputy Master of Marlborough College, and Master of Marlborough College Malaysia.

A promotional DVD had been created, which was surprisingly good considering it involved only half a day of filming. The prospectus was on the printing press, advertisements had been placed for the Senior Management positions at the school and plans were in place for the official launch of MCM.

Invitations were despatched to everyone who had expressed an interest in the school and we were delighted when over one hundred and fifty people attended the reception at the British High Commissioner's (HE Simon Featherstone) residence in Kuala Lumpur on Wednesday 26th October; this was the new High Commissioner's first official event in his KL residence. A similar number attended the Singapore Cricket Club three days later on Saturday 30th October, with a smaller group meeting in the Thistle Hotel, Johor Bahru on the Thursday. The College was represented at all three events by the Master, Nicholas Sampson, the Chairman of MEast, John Manser, Director of MEast, Richard Fleck, the Director of Marlborough College Foundation, Neil Croucher and me.

I was pleased with the initial enthusiasm for the school and returned to Marlborough to discover extraordinary levels of interest in both the advertised positions and for admission to the school. Staying in England for the remainder of the year, with much appreciated assistance from Nick Sampson and Peter Bryan (Director of Corporate Resources), I ploughed through about four hundred applications for the Senior Management positions, arranged long list and short list interviews, made those five important appointments, wrote the first newsletter and managed to develop the website. Most encouragingly, our first registrations for the new school had arrived. 🌸



*The Master showing
a scale model of the campus
to interested parents*

T

WITHOUT DOUBT, ONE OF THE MOST IMPORTANT TASKS A HEADMASTER PERFORMS, indeed probably the most important, is in the appointment of his Common Room. The following were appointed in December 2010, to take up their positions in September 2011, a year before the school was due to open. I have been enormously impressed with their quality, commitment and teamwork. In my opening address to them I stated, ‘We will make lots of mistakes but we will also have a lot of fun’. To date this statement remains one of my very few accurate predictions!



HEAD OF SENIOR SCHOOL: *Graeme Salt*

Graeme joined from his position as Head of the Senior School at Dulwich College Beijing, having been appointed in 2006 when the school started. In this position he oversaw the growth of the school to 650 pupils, the school's first IGCSE and IB diploma results and the university destinations of the first two graduating cohorts. Previously he was Under Master and Director of the International Baccalaureate at King's College School, Wimbledon and has had further overseas experience at St Paul's School in Sao Paulo, Brazil. He was educated at Dr Challoner's Grammar School, Amersham and Bristol University, where he read Biology. Graeme is married to Rosie, a Cambridge English graduate who was appointed as an English teacher and, thankfully, agreed to lead the department in its first year. They have two sons, Reuben and Gabriel, who have joined the preparatory school.



HEAD OF THE PREPARATORY SCHOOL: *Tighearnan (Tig) Mooney*

Tig was educated in Ireland at St Conleth's College and Trinity College Dublin, where he read History. The move to Marlborough is Tig's fourth prep school headship after successful terms at Knighton House School, Dorset, St Aloysius' College Junior School, Glasgow and St Edward's Junior School, Cheltenham. He brings with him excellent experience of preparatory school education and infectious enthusiasm. He is married to Geraldine (who is teaching both in the preparatory and senior schools) and they have three children, Sam, Caoimhe and Lorcan, who are all members of the College.

BURSAR: *Kate Nicholson*

Kate joined MCM from St George's School, Ascot where she was the Bursar for two years. A Chartered Accountant, she spent eleven years as a consultant and senior manager with Accenture in London, Brussels, Paris and the United States, and before this with KPMG in Sydney. Kate was educated in both England (Knighton House, but not when Tig was Head!) and Australia (St Vincent's College Sydney and Australian National University, Canberra). Kate is married to Tom, a corporate broker, and they moved to Singapore in July 2011 to be on hand to set up the infrastructure of MCM. They have two daughters, Alice and Olivia, who have joined the preparatory school.



DEPUTY HEAD (ADMISSIONS/PASTORAL): *Alison Sharp*

Ali has been associated with Marlborough since 1990 when she joined the Biology department after completing a PhD from Leeds University. In her time at Marlborough, in addition to being an outstanding classroom practitioner, she was Housemistress of New Court, Commanding Officer of the Combined Cadet Force and Head of Shell, as well as running aerobics, pilates and yoga. She moved, along with her husband James, to Singapore in 2006 and worked at Tanglin Trust School and United World College as Senior Houseparent and Head of Grade. Her son Jamie is currently studying at Marlborough in Wiltshire.





DEPUTY HEAD (ACADEMIC): *Tony Harrison*

Tony is another long serving Marlborough beak. He joined the College in 1989 and has been Head of Mathematics throughout this time. Before this he was Director of Studies and Head of Mathematics at Bedford High School and brings with him wisdom, attention to detail and the knowledge to inculcate the Marlborough experience in Malaysia. His wife Pat, who was appointed to run the Mathematics department at MCM, also joined Marlborough in 1989, has been a Housemistress and the Examinations Officer. Tony and Pat are both first class Mathematics graduates of Warwick University. They have three children, Kathryn, Rachel and David who all attended Marlborough College and Cambridge University.

From the time of their appointment all became involved in helping with the many tasks in hand and a plethora of policies and procedures soon began to emerge. The Admissions Department, made up of the two Alis (Sharp and Pick) swung into action and organised Open Days and receptions, in addition to creating all the documentation and databases required. As a result, registrations came in at a pleasing pace.

Kate Nicholson analysed the financial plan and IIB's costings and produced all the necessary financial documentation, before considering a wide range of non-teaching requirements such as insurance, transport, catering, IT, security and the fit out of buildings, to name only a few things.

Graeme Salt, Tig Mooney and Tony Harrison were instrumental in curriculum development, timetabling and website work. They also organised promotional advertisements, job adverts for teachers, arranged and conducted interviews for the Common Room, gap year students and post graduate assistants. January 2012 was the month for ordering all the teaching equipment for classrooms, laboratories, libraries and sporting pursuits; this was a mammoth task, which they took in their stride.

Unfortunately for all concerned, Tony and Pat Harrison decided in February 2012 that it had become impossible for them to take up what they had described as their 'dream job', as their younger daughter Rachel had become very ill and needed close at hand parental support. I sincerely hope that the Harrisons will find the opportunity to follow their dream in the not too distant future; they certainly deserve to.

From a personal perspective, the appearance of this team in September 2011 marked a real watershed in the project. Up until the point they came on board, essentially I had attempted to keep all the aforementioned areas up and running (since July 2009 when David Williamson retired) and with hindsight this was a mistake, as it was far too much for any one person to attempt. Were I to attempt to start a school from scratch again, or if anyone who is reading this is thinking of doing so, there have to be far greater resources, both in terms of manpower and finance, than Marlborough was able to commit to this project in the early stages. One man, his PA and his wife, who put in countless hours for the support of her husband and nothing else, is totally inadequate



*The Senior Management Team: Tony Harrison,
Ali Sharp, Bob and Ali Pick, Tig Mooney,
Kate Nicholson and Graeme Salt,
relaxing before a Chelsea v Everton match
at Stamford Bridge, October 2011*

for a project of such complexity and diversity. We survived through the generosity of spirit of those involved, a willingness to go way beyond the accepted norm and a dogged determination to see it through. It has been worth the effort!

When I told the team I was thinking of penning a few words about the development of the school, the consensus was that it should be light hearted as well as being a factual record of the establishment. There was agreement that some of the more amusing moments should be recorded for posterity, so that future generations would be able to appreciate that the early twenty-first century generations worked hard, played hard and were also able to derive much pleasure from life.

Without naming names, I will briefly mention three such events. The British Malaysian Chamber of Commerce evening of one minute interviews with around fifty people, caused one member of the team to become dry throated. The selection of white wine as the preferred thirst quencher throughout the event was ill-advised and made for a very fine night but decidedly average following morning.

A short cut down the half opened Coastal Highway on our way back from the site to Johor Bahru caused a moment of panic when two lorries appeared on the same carriageway but travelling directly towards us. Skilfully avoiding them, we were reminded that our life insurance was not at this stage in place. Frightening at the time but memories of the incident always raises a chuckle when we drive down the same road.

Another memorable moment was when one of our female members checked into a hotel, which will remain anonymous, went to her room and discovered a man asleep in the bed. She returned to Reception to point out that this was not what she had requested when she made the booking.

To finish this chapter on a slightly more serious note, I was thrilled by the kindness of human nature one day in Johor Bahru. Ali Sharp and I had been at an exhibition for Iskandar Malaysia and were trying to secure a taxi outside the Convention Centre in central JB. One eventually stopped but, as the back seat was covered in half eaten food and two little children were in the taxi, we politely declined the offer. A family sitting in their car witnessed the incident and decided to help. The father asked where we were going, helped load our promotional material into the boot of his car and delivered us safely to our hotel. I do not know who they were, other than the father was an engineer with Singapore airlines, but if they are reading this, thank you. It was a very kind gesture and, in a place with an unfortunate reputation, was lovely to witness. 🌸



Opposite: Graeme Salt, Bob Pick, Alison Sharp, Kate Nicholson and Tig Mooney on site in September 2011.

The first Senior Management Team meeting at the new School.

Below left: Saiful Bahari Hussin from Perunding Padureka Sdn Bhd (Engineers) and Kate Nicholson (Bursar)

Below right: Ali, Kate, Tig and Graeme take a breather after another hard day's labour



DATUK ISMAIL IBRAHIM IS A GOOD MAN AND I FEEL A PUBLIC APOLOGY IS DUE for all the difficulties I have caused him. Ismail is the CEO of IRDA (Iskandar Region Development Authority), the body created to facilitate the easy entry of foreign companies into the Iskandar region. When I first met the management of IRDA in Marlborough in 2008, they assured me that they were the one stop centre which would remove many layers of bureaucracy for obtaining permits, passes and licences. How wrong they were!

Ismail and I were fortunate to be invited to speak at the Johor International Students' Conference in Johor Bahru in March 2011 and in his generous fashion he offered support to Marlborough for whatever problems we were experiencing. I recall listing the ones that were causing difficulties at the time:

- Licence extension
- Collection of deposits
- Work permits
- Taxation issues for the company
- Taxation issues for individuals

and thought he probably regretted asking me the question in the first place. To his credit, along with Mei Leong, Mohammed Ismail, Cheah and Yazid they have helped our navigation through the minefield that can be Malaysian bureaucracy. Without their help, and at this point I should also mention the help of Dr Sharull Shoib and Suzi Mansor from IIB, we would have sunk in a sea of paperwork, most of which seemed to originate from pre-independence days. The British have a lot to answer for!

It is fair to say that I spent a disproportionate amount of time dealing with a wide range of issues which had nothing to do with the delivery of education to young people but, without achieving positive results on these fronts, the school would not have been able to start.

The fact that time has become such a valuable commodity got me thinking. When I was a young child I can vividly remember wishing the days away and longing for my next birthday. Nowadays, when the last thing you want is your birthday, it appears all too frequently. I rather irrationally concluded, without any further research, that although one second, one minute or one hour may be a measured constant, time becomes shorter in proportion to your age. This is a rather

silly hypothesis but is based on the fact, or should that be the feeling, that as I get older, each year disappears a little faster.

My logic is as follows: each year of your life at 25 represents 4% of your total time, whereas at 50 each year is only 2%. That is not to say that in comparison a year at 50 feels like half the time of that when you were 25, but it certainly feels a lot shorter. I then considered taking the square root of the percentage which gave a ratio of 2:1.4, suggesting that the year at 50 feels 0.7 the length of time of a year at 25. There are, of course, many variables which have not been taken into account, but it has produced a result which seems about right for me at this current stage of my life. Perhaps I have too much time on my hands even to be thinking about this, or should I work out the ratio by taking the cubed root?

Returning to IRDA and MCM related issues. In September 2011, I recall John Manser (Chairman of MEast Sdn Bhd) asking me if the bureaucratic issues had been largely resolved. I confirmed that they had. By the turn of the year, several more had surfaced and the school needed support with student visas and arrangements for border crossings. In addition, and almost inevitably with a project of such size and complexity, there were one or two issues that we hadn't even contemplated. I was reminded of a quote by Cardinal Newman: 'Nothing would be done at all if a man waited until he could do it so well that no one could find fault with it'. 🌸



Opposite: Inside the classrooms
Above left: Medawar and the LRC
Above right: Honan House



Opposite:
Betjeman in its early stages
Right:
The Learning Resource Centre takes shape



Iskandar House and the car parking area below



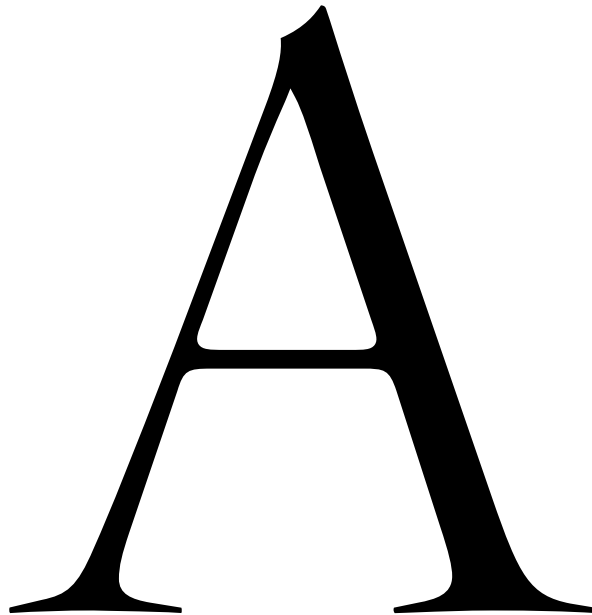
*A panoramic view of the campus less than a year before opening.
Taylor House is far left and the Master's Lodge centre right above the cricket pitch*



Opposite: *We will open within a year!*
Right: *Munawir Hill*

*Left: Tig Mooney
and Bob Pick
at the Prep School
Right: Ramsbury
and Ogbourne:
the Head of the Prep School
and the Bursar's houses
under construction
Opposite: Betjeman looking more
promising: April 2012*





FOLLOWING ON THE MATHEMATICAL THEME, THERE WAS A NON-LINEAR RELATIONSHIP between number of registrations and time. Indeed, it took on the identity of a positively increasing gradient if you took the tangent of the curve over the first year of registering pupils for the school.

In my report to the College Council of June 2011, I commented: ‘I am generally encouraged by the increasing rate of registrations’, quoting the following figures:

2010	27th October	Registration list opened
	15th December	4 registered
2011	15th February	40 registered
	25th March	58 registered
	3rd May	109 registered
	23rd May	129 registered

As the Admissions Office got into full swing, registrations appeared on an even more regular basis and with a succession of Open Days and interviews of prospective pupils, the lists firmed up for entry in August 2012.

We reached new heights with the appearance of a blue portakabin on the site, which became the temporary home for Admissions. Ali Sharp braved the elements and the mud to meet numerous families, who needed vivid imaginations to envisage what the College might look like. Ali travelled to and from Singapore every day, requiring a trip to the car wash after every site visit and spent six months wearing wellington boots, always with good humour and never a complaint.

Three highly successful Open Days took place in October/November 2011 at the East Ledang Urban Retreat Clubhouse, which were followed by a site visit, one of them being shortened by an ill-timed thunder storm. The same venue attracted over three hundred people in February 2012 for a similar event and it was clear from the audience response that there was heightened enthusiasm for the school.

Interviews were conducted in the Thistle Hotel, Johor Bahru where I found myself living for probably too long. Philip Skitch, the then General Manager for Thistle Hotels in Asia, was based at the JB hotel and he did much to ensure that our requirements were met. I am very grateful to him and his team, particularly his PA Norita Ahad who coordinated our bookings and eventually became my PA at the school, for their efforts.

In addition to Open Days, receptions were held in Kuala Lumpur, Singapore, Hong Kong,

*Opposite:
The Admissions' Department, Bursary
and Master's Office.*





Bangkok and Indonesia in order to spread the word. Several people were kind enough to host receptions in their homes or arrange them for MCM. Thanks particularly should go to Gavin and Mei Zee Tan, Charlie and Annabel Moore, Jessica Ogilvy Stewart, Nick and Dania Pegna, Jeremy and Alex Sheldon, Hock and Wendy Chua, Robert and Im Mullis, John and Ria Hopkin, Rochelle and Gert Hulst and Kee E-lene for their support and kindness. Sincere apologies if anyone has been omitted from this list.

A new pupils' and parents' welcome day took place on Saturday 26th May; the first event held at the College. The uniform was unveiled and lunch was enjoyed in the dining hall, even though we had no connected water supply on site and no kitchen to operate from. Special thanks go to Jo Ackerley, who had recently joined the strength as Events Manager, and Lucy Bunce, who had become part the Admissions department in the era of portakabin and wellingtons earlier in the year. That the day was a success was quite remarkable. Jo's organisation of the day and Lucy's work on the uniform created a swan-like appearance of serenity and calm, when the reality was that we were paddling furiously against what felt like a very strong current.

Others who deserve Marlborough's collective thanks include Didie Naim, (Khairil's PA), who was simply magnificent at sorting out the logistics of getting around Malaysia and Singapore and Fairus, our driver, who became very much part of the team.

We also received the help and support of the British Council, the UK Trade and Industry teams and the British High Commissioners in both Malaysia and Singapore. Their Excellencies,

*Opposite:
Open Day on site: February 2012*

Boyd McCleary, Simon Featherstone and Antony Phillipson (Turner House 1984–89) have been highly supportive of the Marlborough initiative, which has been greatly appreciated.

Pelham Bell Pottinger Asia, a PR consultancy, was engaged to assist with marketing and communications. The help of David Wynne-Morgan, Shih-Huei Ang, Matthew Law and Dolly Neo made a huge difference in increasing public awareness and raising the profile of the College. They were instrumental in organising a media day which resulted in good press coverage and several interviews with various forms of the media. I recall with amusement, although it was fear and trepidation at the time, a live interview on a Chinese radio station in Singapore. My responses were translated and, much to my amazement, generated interest and enquiries about the College.

I would also like to thank Mohd Hisham Kamaruzaman of IIB for his enduring friendship and support, not to mention his arranging of our weekly 7.10 a.m. tee time at Horizon Hills Golf and Country Club for a quick nine holes prior to the working day. I was delighted when Hisham was promoted to acting Chief Operating Officer of Education@Iskandar, when Khairil Anwar became COO of IIB. These people helped enormously to smooth our passage into Malaysia. 🌸



Our very own road



N

which comes around every five years and the logistics involved in getting nearly nine hundred pupils and over one hundred members of Common Room into place are never easy. It is not the pupils that are difficult, far from it; they go precisely where directed and since the days when you could run from one end of the group to the other to appear twice are long gone, they are perfectly manageable.

On the day of the photograph, Common Room presents itself dressed in Sunday best and obediently takes the seats allocated. However, the week prior to this display of exemplar behaviour is normally characterised by several members sidling up to me in break to complain or question the position they are going to assume. ‘I joined Common Room three years prior to x and he is sitting so much closer to the middle of the front row’, would be a typical example. Pacification was normally achieved with a rational explanation but I must confess to a couple of errors by leaving

out people who had assumed full Common Room status and I had inadvertently forgotten, which, quite rightly, was not well received by the people in question. I always found this event, or rather the Common Room part of it, one of the more testing as Second Master.

You may wonder why I have mentioned the above but, in respect of establishing Marlborough College Malaysia, naming buildings, boarding houses, roads and recreation areas has been a similar thorn in the side. Both the photograph and the naming should, in my opinion, be relatively simple and straightforward but both have managed to occupy a significant amount of time and pose too many problems. Whilst the former is now in the control of my successor in Wiltshire, which may provide me with the opportunity to question my seating position, the latter has been the province of the Operating Committee, a group which was established in September 2010 to monitor the progress and offer advice on the issues involving MCM.

From a personal perspective, I greatly welcomed the formation of this group, which received a written monthly report from me. The Master, Nick Sampson was made Chairman and Peter Bryan, John Manser and Richard Fleck attended the meetings. I was also delighted to be able to ask Kate Nicholson to join from May 2011, as she was able to offer practical assistance in addition to adding positively to the debate.

The many outstanding qualities that the individual members of this group possess came to the fore and I valued their opinions greatly. The monthly meeting also provided a means to report on a regular basis, which is an essential discipline in itself, and also a check mechanism

to ensure that nothing significant had been forgotten. For these things and many others, I am grateful to those involved.

Returning to the theme of the chapter, I presented a brief paper to the November 2011 Operating Committee meeting to consider names for the various buildings and playing fields around the school. Before making my offering, I had spoken with Terry Rogers, the College Archivist, members of the senior team in Malaysia, plus Bill Addington, Khairil Anwar and a few local Johorians. I had also taken note of Newcastle University's naming at their Malaysian medical campus and had been delighted to see they had named a building after Professor Sir Christopher Edwards, an Old Marlburian (Littlefield 1955–60) who reached great heights within the medical profession and had served Newcastle during his most distinguished career.

In retrospect, it is easy to see that everyone involved would want to contribute to the debate, as the names chosen will endure forever and will always be part of Marlborough College Malaysia.

My November paper to the Committee was rightly rejected, which I had anticipated it would, a set of guidelines were drawn up and several e-mails exchanged. 'You can't use Betjeman, he didn't even like Marlborough', was one comment in respect of the proposal to honour Britain's best known Poet Laureate, Sir John Betjeman (b2 1920–25). 'I'm not sure William Morris (A House 1848–51), (founder of the Arts and Crafts movement in Victorian Britain and famous also for his designs used on fabric and wallpaper) particularly enjoyed his time at Marlborough and we've named a House after him', came a reply.

Debate ensued as to whether a living person should merit a named building, how many Malaysian names should be used and whether the Master of Marlborough UK and the Master of MCM could have opportunities to honour their football clubs!

In the end an agreement was reached, which I suspect was not to everyone's satisfaction but in the forthcoming years there will be many more names required and some of those who narrowly missed out in the first draft may return to prominence.

What follows is an attempt to explain the names present at MCM at the opening of the school.

In the Preparatory School, we required names for the teaching blocks and main buildings and for the four houses within the school.

For the teaching blocks, we have used the names of what used to be Junior Boarding Houses at Marlborough. These are Upcot, Hermitage, Priory and The Green. As further buildings are added, Wykeham, Elmhurst and A House are further available options.

For the Houses, Tig Mooney was keen to have names of Marlburians, or those who had association with Marlborough, who had an interesting life story to tell which would fuel the imagination of the pupils. The eventual winners were:

CHICHESTER—Born in 1901, Sir Francis Chichester, the son of an Anglican clergyman joined Marlborough in 1915 (C1 1915–18). He achieved fame as both an aviator and a yachtsman. In 1929 he made the second solo flight from England to Australia and the first solo flight across

the Tasman Sea. However, these achievements almost pale into insignificance when in 1966 he left Plymouth in his yacht Gypsy Moth IV, returning some nine months later having become the first to circumnavigate the world solo from west to east via the great capes with only one stop (Sydney, Australia).

He was knighted for this extraordinary feat with the same sword that Queen Elizabeth I had used to bestow the honour on Sir Francis Drake. A postage stamp was issued in July 1967 to commemorate Sir Francis and Gypsy Moth IV, the first Marlburian to achieve this recognition. The second Marlburian to appear on a British stamp was in 1973. I will leave you to work out who that was.

HUNT—Henry Cecil John Hunt joined Marlborough in 1924 (C2 1924–28) and went on to the Royal Military College Sandhurst and a distinguished army career. He is best remembered for his leadership of the successful 1953 British Everest Expedition, which was the first successful ascent of the world's highest mountain. He was knighted for this achievement. Hunt selected Edmund Hillary (New Zealand) and Sherpa Tenzing Norgay (Nepal) as the two mountaineers for the final climb. Marlborough pupils were awarded a half holiday (no afternoon lessons) by the Master on the day of the announcement of success. The Everest half-holiday is still honoured each year.

On retirement from the army he became the first Director of the Duke of Edinburgh Award and was given a life peerage (Lord Hunt of Llanfair Waterdine) for his work with young people.

MERLIN—Before we signed the legal agreements, our partners at Iskandar Investment always referred to Marlborough College Malaysia as the Merlin project. Although not a former pupil, and indeed his actual existence remains in doubt, Merlin has a strong association with Marlborough in that it is said he is buried beneath the Neolithic mound which stands in the centre of the College grounds. Indeed, the town’s motto, *Ubi nunc sapientis ossa Merlini*, when translated from the Latin, reads, ‘Where now are the bones of wise Merlin’. Whether fact or fiction, the stories of Merlin’s deeds make him worthy of his association with MCM.

SEYMOUR—As mentioned in an earlier chapter, the building that became Marlborough College was built at the beginning of the eighteenth century by the Seymour family, as a result of Jane Seymour’s marriage to Henry VIII. Not only was she one of the two that ‘survived’ either divorce or pre-arranged departure from mortal life, she bore his only son, who became Edward VI. As Henry’s favourite consort, they are buried alongside each other in St George’s Chapel Windsor, she probably merits a House being named after her but it should also be recorded that her son’s reign (1547–53), which was heavily influenced by Jane’s brother Edward, coincided with the creation of a host of Britain’s finest grammar schools. Marlborough Royal Free Grammar School, founded in 1550, was one such school, which boasts novelist William Golding (Lord of the Flies), and archaeologist Phil Harding (Time Team) amongst its alumni.

One of the easily agreed concepts was the naming of the residential accommodation on site for the staff. Bill Addington deserves credit for suggesting they should be named after the

towns, villages and hamlets that surround Marlborough in Wiltshire. The following were selected: **OGBOURNE**, **RAMSBURY**, **AVEBURY**, **SILBURY**, **OVERTON**, **MANTON**, **PEWSEY**, **BEDWYN**, **SAVERNAKE** and **KENNET**.

Alison Sharp named the staff condominium **THE RIDGEWAY** due to it being long, thin and near the edge of the site, rather like its namesake in Wiltshire, although it quickly became known as The Nunnery, due to an absence of male residents.

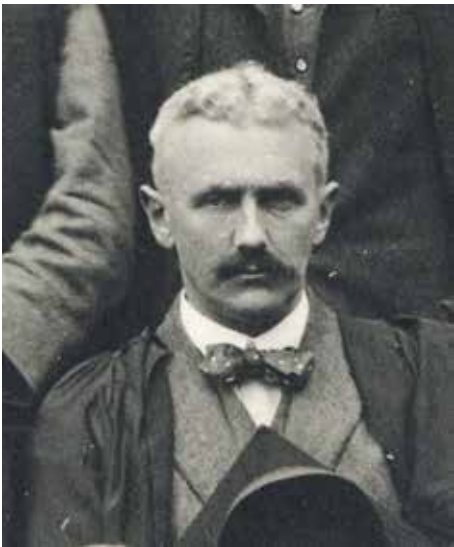
The playing fields were next on the list with the logic that we would use Marlborough houses and names that could easily have association with sporting facilities. The main rugby pitch (the xv) and cricket pitch (the xi) are direct copies, as will be the use of **BROADLEAZE** and **WEDGWOOD**. **LITTLEFIELD**, **SUMMERFIELD**, **NEW COURT** and **MILL MEAD** are boarding houses at Marlborough, but the first three have names which suit playing facilities and the land that is called Mill Mead in the UK has been a sporting venue for many years. These will be names used as and when new pitches are created.

The Senior School buildings and boarding houses were the areas that caused most debate. We were keen to use some Malaysian names but failed to find a theme that we were all in agreement with. In the end the boarding house names chosen were as follows: **HONAN HOUSE** was named in memory of the old palm oil plantation on which the school is built; Ledang Honan, or Honan Estate. Honan House’s colours will be yellow and green, the colours associated with Elmhurst, our daughters’ house, in Marlborough.

MUNAWIR HILL has a nice Malaysian and Marlburian connection. His Royal Highness Almarhum Tuanku Munawir ibni Almarham Tuanku Abdul Rahman of Malaysia was the ninth Yang di-Pertuan Besar of Negeri Sembilan and six of his grandchildren have attended Marlborough UK, including the current Tunku Besar Seri Menanti, Tunku Ali Redhauddin Tuanku Muhriz, one of the MEast Sdn Bhd directors. The House gained the word ‘Hill’ in addition to Munawir, as Tunku Ali and his brother, Tunku Zain Al’Abidin, were members of Barton Hill at the College in England. Boys from ‘The Hill’ will wear predominantly gold and black shirts, similar to Cotton House (named after Bishop Cotton) in England, with a touch of red, so they make up the royal colours of Negeri Sembilan.

A personal favourite was **TAYLOR HOUSE** after John Rowland Taylor whose story has been told earlier. Naming the Junior Boys’ boarding house after him is a fitting tribute to a man who made a huge contribution to education in both Marlborough and Malaysia and provides an excellent reminder of the links between Wiltshire and Johor. Taylor is paired with Turner, my old House at Marlborough, and will be resplendent in green and red. They will also share the same Latin motto, *Bene Factum* (well done), which comes from the family motto of Hugh Weldon, Turner’s first Housemaster (1967–82).

His Royal Highness Sultan Ibrahim ibni Almarhum Sultan Iskandar, Sultan of Johor, kindly consented to allowing the College the use of the name **ISKANDAR** for the Girls’ Junior House. This is in deference to the Johor royal family, whose state we are fortunate to be part of and also



*John Rowland Taylor,
probably our strongest link between
Marlborough and Johor*

because the old name of Johor Bahru is Iskandar Puteri (Princess Iskandar), a name given by the sovereign ruler of Johor, Temenggong Ibrahim in 1858. Therefore we felt it important that the Johor royal colour, blue, was part of their shirt. This is copied from New Court (blue and black), which is the House in Wiltshire where Ali Sharp was Housemistress.

We returned to the Old Marlburian theme for the classroom blocks and decided that both **BETJEMAN** and **MORRIS** deserved inclusion. Siegfried **SASSOON** (Cotton House 1902–04), one of our finest First World War poets and authors, completed the literary and artistic theme for the classroom blocks.

Sir Peter **MEDAWAR** (B2 1928–32), Marlborough’s only Nobel Laureate, was a natural choice for the Science Centre. His work on immunology led to the Nobel Prize for Physiology or Medicine in 1960. It is also fitting that 2015 marks the centenary of his birth and this, I know, will be commemorated in scientific circles, particularly medical ones, around the world. Anyone who has received a transplant would be the first to support his appearance on the list.

By March 2012, our choices had been made and these names will live on with the school. This archive will provide a permanent reminder of their exceptional deeds and how lucky Marlborough is that they were all pupils at the College.

ps: Khairil and I did manage to get a mention for our football team: **JALAN ELLAND**, the road that leads, or should that be ‘Leeds’, to the Preparatory School. 🌸



HOUSEMASTERS & HOUSEMISTRESSES

THE MOST IMPORTANT PERSON IN THE DEVELOPMENT OF A CHILD AT BOARDING school is their housemaster or housemistress. This could be the title of what would certainly be a heated debate but, beyond the immense contribution of parents, I am convinced of the significant influence of the housemaster or housemistress on the adolescent pupil.

I was lucky enough to be asked to become Housemaster of Turner House in 1990. When I look back on my career in education, I suspect I will remember our stint in House as being the most rewarding period of my career. Certainly, it was the time when I felt I was able to make a difference and help young people to maximise their potential. It was a privileged position and is remembered with huge fondness, not just professionally but as a wonderful environment for our family to enjoy.

Therefore, I knew the appointment of the first batch of HMs was crucial to the initial success

*Luke and Suzy Walters
(Munawir Hill)*



*Opposite: Leanne Rowlands
(Honan House)*

of the school. Advertisements were placed in May 2011, interviews were scheduled for late June, but had to be postponed as I was required in Malaysia to present a paper to a Ministry of Finance committee. We conducted a series of informal interviews over the summer and formal ones in September when the following were appointed:

Luke Walters—Housemaster of the Senior Boys' House, Munawir Hill. Luke was educated in Hong Kong and Exeter University and joined Marlborough College in 2004. He was quickly recognised as an outstanding classroom practitioner and an excellent sports coach. Luke also played first class rugby during this time. He left Marlborough in 2009 to become Head of English at Reading Blue Coat School. Luke teaches English and coaches rugby and other sports, in addition to running the House. His wife Suzy is a Year 6 form teacher, teaches Geography in the senior school and is involved with girls' games, besides supporting Luke in House. She joined MCM from Pinewood School, a preparatory school near Marlborough UK.

Leanne Rowlands—Housemistress of the Senior Girls' House, Honan House. Leanne joined Marlborough College in 2006 as Head of Girls' Games and Academic PE and Resident House Tutor of one of the girls' boarding houses. In 2010 she became a Housemistress at Tudor Hall School, Banbury. She is an accomplished sportswoman, having represented Wales at both netball and athletics, is an outstanding coach and teacher and plays a prominent role in sport at MCM, in addition to running the House.





Scott Hawthorn—Housemaster of the Junior Boys' House, Taylor House (to open in August 2013). Educated in South Africa, Scott was a positive addition to the Chemistry department at Marlborough College when he joined in 2005. He was a Resident House Tutor in a Boys' House (C3), ran the Outreach programme (Community Service) and was a sports coach. His wife Viv, who was also a Resident House Tutor at Marlborough (Morris House) is an experienced Learning Support teacher and heads the department at MCM. They have two young daughters, Kate who is a member of the preparatory school and Olivia, who will join in due course.

Yvonne Parmenter—Housemistress of the Junior Girls' House, Iskandar House (to open in August 2013). Yvonne has taught in secondary, primary and for the last thirteen years, preparatory schools. She was Deputy Head (i/c Pastoral) at St Francis, Pewsey, a preparatory school six miles from Marlborough, and has had considerable contact with Marlborough College over the last decade. Yvonne taught our daughters at St Francis and had to suffer me as a Governor for a decade. She is a Year 6 form tutor, teaches in the junior part of the Senior School and will also become Deputy Head (Pastoral) of the Preparatory School in August 2013.

*Opposite left: Yvonne Parmenter
(Iskandar House)*

*Opposite right: Scott and Viv Hawthorn,
with Kate and Olivia
(Taylor House)*

To have secured this group, who I know give of their time willingly and put the education of the young people in their care at the top of their priorities, was significant for the wellbeing of MCM in its formative years. They have and will put down roots, create ‘house spirit’ and ensure that the pastoral care of the young people will be second to none. Good housemastering/housemistressing is absolutely essential in any school which has boarding associated with it. The views of the HMs are always worthy of serious consideration (unless they are coming from the ‘what is best for my house’ perspective), as they are on the front line and probably know more about the pupils than practically anyone else. I am grateful to the aforementioned for agreeing to become the pioneers in this vital area of education; I am confident MCM’s footprint for future generations will be laid appropriately.

After this group had been appointed, Tony Harrison, in conjunction with Tig Mooney and Graeme Salt, worked out the staffing requirements to provide teachers for a one form entry into all years from Reception to Year 10. Advertisements were placed in October 2011 and to our delight we received in excess of four hundred applications. Many high quality applicants were unlucky not to be called for interview and we had little difficulty securing teachers of the standard we were looking for. The only problem involved having to reject a number who were eminently appointable. Appointments were made following a fortnight of interviews in Wiltshire in November and December for teaching staff (listed in Appendix 3). Thankfully, Graeme, Tig, Tony and I didn’t have too many disagreements about who should, or should not, be appointed!

*Opposite:
Some of the Senior School teachers:
Luke Walters, Izzy Pyper, Louise Cowley,
Penny Court, Leanne Rowlands, Viv Hawthorn,
Greg Holden, Ruben Calverd
and Scott Hawthorn
at Marlborough College, Wiltshire
on Sunday 20th May 2012*



*Ladies of
the Prep School:
Rose Littlewood,
Catherine Luke,
Gerry Mooney,
Yvonne Parmenter,
Suzy Walters,
Hannah McNeill,
Kerry Duff,
Anna McConnell,
Sarah Bridges,
Linsey Hirst,
Carly Peart*



In addition to this group, we advertised and interviewed within the College for Gap year students (i.e. members of the Upper Sixth who would leave the school in July 2012) to come and work for a term in Malaysia. We also secured the services of four post graduate OMs for the year. The logic behind these appointments is simple; if we are to inculcate the ethos, culture and atmosphere of Marlborough in Malaysia, what better way to do it than to bring in people who are themselves steeped in Marlburian ways. We also suspected that they would be excellent role models for the pupils and based on the experiences of the first term, how right we were. Tanisha Brown, Teddie Naish, Sarah Martyn Fisher and Harry Wills have been outstanding as Graduate Assistants and I am very pleased that three of them are now looking very seriously at teaching careers. For Isy Cardy, Tom Considine, Meg Dempster, Charlie Dixon, Daisy Jarvis and Kitty Rowan Hamilton, I hope the experience has been something that will stay with them throughout their lives and will always bring back happy memories. MCM, and in particular its pupil body, has been the beneficiary of their fantastic enthusiasm, commitment and skilful contribution to making the school what it is, particularly in the early days. 🌸



*Kitty Rowan Hamilton,
Charlie Dixon, Teddie Naish,
Daisy Jarvis, Meg Dempster
and Isy Cardy; some of the
excellent 'Gaps and Grads' in
Michaelmas 2012*



in Seri Medini, Nusajaya was important in determining the structure of the school for its first year. Interest levels were high and we had reached the point where several year groups were oversubscribed. The Council, in its wisdom, decided to expand to a two form entry in all years except Reception and Year One in the Preparatory School. The consequence was that the original projected entry of somewhere in the region of 240 expanded to offering opportunities for up to 376 pupils.

Additional staffing was required, which in itself posed a problem. Fortunately, several outstanding candidates from our first round of interviews in November/December 2011, who had narrowly missed out, had declared themselves as still open to offers. Following a few telephone calls, Skype conversations and face to face interviews, we had employed the beaks required to deliver to the number of classes that would be operating.



By this stage, we were supposed to have taken the completed site (29th February 2012 was the originally agreed date) and, with the portakabin about to be removed, IIB provided an office and meeting room in their Danga Bay premises. Hanita Hamid (Human Resources) had the pleasure, or misfortune, to experience both the portakabin and Danga Bay, while Liew Fei Shane (Bursary, Accounts) and Angela Hassan (Bursary, Procurement) began their employment in the cramped confines of Danga Bay.

Tig Mooney and Graeme Salt, who until this time had spent most of the year apart, when one was in Malaysia the other was in England, joined forces in Malaysia in the Danga Bay office, finalised the timetable, interviewed teaching assistants and prepared for the start of the academic year.

Kate Nicholson, who had been in overdrive for most of the year, found another gear as she wrestled with the Facilities Management contracts for catering, cleaning, security, transport, as well as dealing with fit out of both fixed and loose furniture. Add this list to a normal Bursar's workload and it is to her great credit that not only did she survive but provided the College with a starting footprint which would be the envy of many starting schools. I still smile at the thought of her and Ali Sharp buying all the kitchen equipment, bedding, towels and other essentials for all the staff houses and condominium units from IKEA in Kuala Lumpur. Kate followed this up with several visits to the store in Singapore. I would love to know what the IKEA staff thought as they refilled the shelves in her wake.

The Admissions department, aided by marketing and communications, had a very busy

*Opposite:
The Bursar inspecting
the dining hall
in early 2012*

period as registrations started to come in at a previously unseen rate. However, there was a problem. The site was nowhere near finished and confidence in our partners, contractors and consultants had plummeted to an all-time low. It was a very worrying period, as Iskandar Investment Berhad had five major projects running concurrently; the student village in EduCity, Southampton University's engineering faculty building, Legoland, the sports stadium and Marlborough.

The difficulty really arose because four of these projects needed to be operational within the two month period of August and September 2012 and there was insufficient manpower within Johor, and probably throughout Malaysia, to effect completion. Several handover dates had already been and gone and we seriously wondered whether we would be able to open on time. By May we had already accepted that most of the landscaping would not be finished and that the rectification of defects would have to take place during school holidays, rather than before the term began.

Sunday 20th May, a cool and cloudy spring lunchtime in Wiltshire, provided the first opportunity that the England based members of Common Room had to meet one another. John Manser and Richard Fleck joined the party and we managed to avoid transmitting our anxieties about the site and enjoyed a convivial occasion. This was a special moment; those brave pioneers, who had taken a huge leap of faith in accepting a post, found other like-minded souls and, suddenly, the heart of the school began to beat.

Ali and I said our farewells back in England and on 20th June took up residence in the Thistle Hotel, Johor Bahru. Our original plan was to have moved onto a completed campus in March. We



*Opposite:
Landscaping takes place
in the courtyard of Munawir Hill
prior to the appearance of doors or windows*

*The outline of the
swimming pool
with Honan House
in the background
and the sports hall
on the right hand side
Opposite:
A few months later*





were still in the hotel when Scott and Viv Hawthorn and family, and Luke and Suzy Walters arrived in mid-July. They were the first to move onto what was still a building site and how stoically they coped with very difficult conditions. Luke and Suzy, sensibly, had arranged to take their belated honeymoon soon after arrival, so were able to escape the chaos for a short time. Others, including ourselves, followed onto site in the next fortnight and, whilst many were living without a variety of essentials (electricity, gas, plumbing), the community started to develop. We tried hard to use the word campus rather than site.

Tuesday 7th August was the beginning of the Induction period for the Housemasters and Housemistresses and by the following Monday all the Common Room, except for the swimming coach who was temporarily refused an exit visa from the Philippines, was in place for a two week programme before term started. This was an interesting period, as we still had the contractors on site and many residences were below the standard one might have hoped for. Changing jobs, moving to a new country and then having to change accommodation in the first week would break the spirit of many. Having to try alternative accommodation was not uncommon, in fact one beak has had three different flats, but to the credit of all concerned they emerged smiling, perhaps through gritted teeth, and were determined to make a success of the first term. We had talked at interview about the necessity to be flexible and have a pioneering spirit; this first group certainly needed both qualities in spades!



*Dr Sharp getting down to
some prep*

*Opposite:
Munawir Hill and Taylor House:
March 2012*

We finally and happily waved goodbye to the contractors, except for those associated with the landscape, on Monday 20th August. Not that everything was finished, far from it, but we needed to get the school operational and could not cope with their presence on campus for any longer. There was, and still is, a long way to go and, as I tell prospective parents, it is a case of work in progress but we have a school and it will only get better. As the months of term evaporate, many improvements have already been made and many more are in the pipeline. The cricket pitch still causes me sleepless nights and remains more reminiscent of a battlefield than Headingley's hallowed turf but, with the help of Dr Harjit Singh and the Johor Cricket Association, this will be transformed and we can anticipate with relish the sound of leather on willow in the not too distant future. At this point, I should pay credit to Harry Harkins who came on board in these last critical months as the Estates Director and has made a fantastic effort to deal with the problems associated with the campus and in a number of other areas, including transport. His work behind the scenes in these difficult areas has been, and will continue to be, very valuable and deserves recognition.

On 24th August we had our first official visitors from Marlborough UK. The 1st XI association football team (the Granham Casuals, coached by Matt Gow, Jon Holloway and Clive McGuire) had planned to visit Malaysia and we had agreed back in 2010 that they would play the inaugural game on the MCM soccer pitch. With lines being marked the day they arrived and the grounds staff making the pitch as good as possible, our first game was played on Saturday 25th August. The Casuals were narrowly defeated 2-1, fading in the second half as the temperature increased, in a high quality match against a strong team from Kuala Lumpur Youth Soccer. It was wonderful to be able to welcome them. Term was almost upon us. 🌸



*The Bursar takes her office
in July 2012.*

*Alongside her are
Roslan Saat of Iskandar Development
Management Services (IDMS),
Zuraimi, Head of Construction at MRCB
and Ahmad Bazlin Mohamed of IDMS*



2012

IF ANYONE HAD ASKED ME IN 2007 WHAT I WOULD BE DOING IN 2012, I WOULD NOT have given remotely the correct answer. I occasionally have to pinch myself when contemplating what has happened over a relatively short period and what has been achieved. It has been a privilege to have played a part in making Nick Sampson's vision turn into reality.

Watching the founding pupils (listed in Appendix 5) arrive on Sunday 26th August and Monday 27th August 2012 and being part of the historic first whole school photograph the following Friday are memories everyone involved in will always treasure. It was almost exactly 169 years to the day that Marlborough took its first 199 pupils and the opening of College in Malaysia is, without doubt, the creation of a new chapter for Marlborough in its already long and distinguished history. I consider myself very fortunate and honoured to serve what I firmly believe will quickly become a beacon of educational excellence in South East Asia.

However, educationally nothing has been achieved beyond the physical structure and the master plan for delivery. It must always be remembered that education is not about the name of the school, or the school buildings, or the adults within it; it is simply about the wellbeing and development of the pupils.

As the prospectus states, Marlborough College Malaysia will be a community based on compassion, companionship and conversation:

Compassion: the willingness and ability to see the world through the eyes of another is a value which springs from our Anglican foundation and acknowledges our duty to build a fair and just society.

Companionship: the sharing of life with friends and colleagues—both anchors us as individuals and strengthens us as contributors to joint endeavours and enterprise.

Conversation: is the means by which great teachers develop intellectual curiosity and encourage pupils to enjoy academic enthusiasm. Learning is not a passive process, and conversation involves both listening and speaking and demands the gradual taking of responsibility for one’s own ambitions. Conversation is the means by which we transmute information into knowledge and elevate knowledge into wisdom. This conversation requires an exploration and recognition of the moral context within which we operate.

My greatest wish for Marlborough College Malaysia is that it maintains these ideals throughout its own history and produces individuals ready to face the challenges and opportunities of an ever changing world. If it does, society will be in good hands. 🌸



*Preparing for
the whole school photograph
Friday 31st August 2012*



MARLBOROUGH COLLEGE MALAYSIA
31ST AUGUST 2012





Opposite: Monday 27th August 2012: first assembly Above: Mr Salt addresses members of the Senior School

Left:
Morning break: Monday 27th August 2012
 Right:
Presentation of an award at an Assembly
 Opposite:
*Girls in their uniform, which is very similar
 to that worn by the Lower School girls
 in Marlborough UK*



APPENDIX I
Board of Directors of MEast Sdn Bhd/Governors of MCM/The College Council

- P. John Manser CBE DL (Chairman)
- Richard J.H. Fleck CBE (Deputy Chairman)
- Dr Chin Joo Lim
- Tunku Ali Redhauddin Bb Tuanku Muhriz
- Wan Adlan Affandy bin Wan Abdul Rahman
- Jessie W.Y. Soon
- Huan Yeong Lau
- Guan Hock Chua
- Thye Seng Chan (appointed November 2012)
- Nicholas A Sampson (appointed November 2012)
- Dato’ Ka Wei Siew (appointed November 2012)
- Clerk to the Council:* Ms Won (Shearn Delamore)

APPENDIX 2

Board of Directors of Marlborough College (Overseas) Limited

- Sir Hayden Phillips GCD DL (Chairman)
- P John Manser CBE DL (Deputy Chairman)
- Lord Malloch Brown KCMG PC
- Patrick A.F. Figgis
- Richard J.H. Fleck CBE
- Robert B. Pick
- Nicholas A. Sampson
- Peter J. Bryan
- Jonathan Leigh (appointed September 2012)

Clerk to the Council/Board of Directors: William F Wyldbore-Smith DL

*Old boys of C2 ,1970–75,
Thye Seng Chan and Huan Yeong Lau,
two of the MCM Council members*



Opposite:

*MEast Sdn Bhd Directors/ The College Council:
The Master, Jessie Soon, H.Y. Lau, Dato' Ka Wei Siew,
Nicholas Sampson, John Manser, Dr C.J. Lim , Tunku Ali
Redhauddin Tuanku Muhriz, Richard Fleck,
Thye Seng Chan, Wan Adlan Wan Abdul Rahman,
Jonathan Leigh (Master of Marlborough UK
from August 2012) and Kate Nicholson*



APPENDIX 3
The Common Room in Michaelmas 2012

Master: R.B. Pick
Master's wife: A.J. Pick
Bursar: K.A. Nicholson
Head of Senior School: G.R. Salt
Head of Prep School: T.J. Mooney
Admissions Director/Deputy Head: Dr A.D. Sharp
Estates Director: H.D.L. Harkins

Assistant Masters & Mistresses
G.R. Anderson *Year 4*
E. Atan *Bahasa*
S.X. Bridges *Year 1*

R.A. Calverd *Physics*
P.S. Court *Mathematics*
L. Cowley *Drama*
E.N. Du *Head of Mandarin*
K.P. Duff *Year 2*
A.C.R. Edwards *Head of English*
S.R. Hawthorn *Head of Science, Chemistry & Housemaster of Taylor House*
V.R. Hawthorn *Head of Learning Support*
L.M. Hirst *Reception*
G.M.L. Holden *Design Technology*
J.H. Knight *Information Technology*
R.E.M. Littlewood *Year 5*
C.J. Luke *Year 4*
P.M. McCraw *Humanities*
A. McConnell *Year 3*
H. McNeill *Year 2*
G. Mooney *Year 5*
Y.L. Parmenter *Year 6 & Housemistress of Iskandar House*
C. Peart *Year 3*
M.A. Preston *Head of PE/Games*
L.M. Prime *Art*
G.E. Pyper *Music*

L. Rowlands *PE & Housemistress of Honan House*
M.A. Salanguit *Swimming Coach*
G.P. Sims *Head of Mathematics*
T.M. Walter *Spanish*
L.W.G. Walters *English & Housemaster of Munawir Hill*
S. Walters *Year 6*
L.X. Yan *Mandarin*
V.Y. Yu *Mandarin*

Post Graduates & Gap Assistants:

T.N.L. Brown *Music*
S.J. Martyn-Fisher *Biology*
T.C.O. Naish *Art & Drama*
C.E.M. Ross *Religious Studies*
H.J.V. Wills *English*

I.A.E.V. Cardy
T.D.C. Considine
M.L. Dempster
C.H.G. Dixon
D.T. Jarvis
C.J. Rowan Hamilton

APPENDIX 4
Support Staff in Michaelmas 2012

Admissions:
Lucy Bunce
Nicola Grogan
Ali Pick

Bursary:
Liew Fei Shane
Angela Hassan
Maryam binti Ab Talib

Catering Manager
Lewis Raj Surendranath

Chaplain:

The Venerable Edward John, Archdeacon of Johor Bahru

Computer Services:

Paul Lee *IT Operations Manager*

Andres Cheah

Mohd Faizal bin Kamarudin

Kok Pen Chan

Peter Chong

Yaacob bin Mohd Said

Drivers:

Mohd Fairus bin Tahir

Mohd Zaidi bin Abdullah

Events:

Joanna Ackerley

Facilities Management:

Ang Kim Hock

Human Resources

Hanita Hamid

Muhathir Muhamad Nor

Medical:

Cynthia Bundan

Rakvindar Kaur A/P Harchan Singh

PAs:

Norita Ahad—*PA to the Master*

Nur Ashikin Halil—*PA to the Head of Senior School*

Zuriane Xavier Patrick—*PA to the Head of Prep School*

Reception:

Shafawati Mohd Noh

Teaching Assistants:

Normala A. Razak

Kavitha Anbalagan

Rafiuddin Haziq Fadzil

Renuka Govindasamy

Fakhrul Anwar Ismail

Clara Joseph

Norazlin Jumali

Shogbana Kanan Subas

Reshna Maravan

Muhammad Elfee Mushtasham

Ros Ilyani Rosdi

APPENDIX 5
The College Register in Michaelmas 2012

RECEPTION
No. SurnameForename (Firstname)

1 AllsoppRudi
2 Ashford-SmithTahliah
3 Bunce.Sophie
4 FujimuraHenry
5 HandelFrederick
6 HawthornKate
7 HoldenDaisy
8 Imura.Julie
9 Johnson.Althea
10 Kells RomeroLeo

11 MackenzieJoshua
12 Nicholson.Olivia
13 PoigneeJean
14 PowellBenjamin
15 PrasannaMithrann
16 SallahKayla
17 TunianHayk
18 Yotsuzuka.Misato

YEAR 1

No. Surname Forename (Firstname)

1	Ali	Dino
2	Allard	Emily
3	Allsopp	Lex
4	Cox	Ella-Mae
5	Fliss	Henry
6	Fox	Wataru
7	Hasler	Elliot
8	Heinrichs	Moritz
9	Hewitt	Oliver
10	Lassale	Luc
11	Lee	Lois
12	Moore	Christian
13	Prasanna	Panithraa
14	Reynolds	Oscar
15	Serruys	Elinka
16	Thorpe	Lila
17	Warley	Arabella
18	Whatley	Dillon

YEAR 2

No. Surname Forename (Firstname)

1	Ackerley	Phoebe	23	Orchard	Savannah
2	Ackermann	Anne-Sophie	24	Patten	Sammy
3	Arola	Julio	25	Pegna	Georgia
4	Au	Rich	26	Regan	Meredith
5	Brigden	Miles	27	Tan	Aaron
6	Brown	Jack	28	Tang	Emily
7	Bunce	Jack	29	Tanner	Alexandra
8	Dewsnap	Frank	30	Tsang	Amelie
9	Gray	Amanda	31	Vaughan	Josh
10	Green	Max	32	Williamson Vega . . .	Vivian
11	Grubb	Oliver	33	Xu	Shannon
12	Handel	Beatrice			
13	Holden	Louis			
14	Hulst	Alexander			
15	In't Hof	Max			
16	Kennan	Charlotte			
17	Kottegoda-Breden . .	Otto			
18	Lesslar	Charlotte			
19	Lesslar	Louisa			
20	Muendler	Lucy			
21	Odhner	Kai			
22	Ofon	Teri			

YEAR 3

No. Surname Forename (Firstname)

1	Ali	Maiya	23	Reavley	Rex
2	Allen	Elizabeth	24	Reynolds	Ella
3	Allen	Jonathan	25	Roche.	Talia
4	Bochsler	Ella	26	Rowe	Nicholas
5	Bunce.	Amelia	27	Sallah	James
6	Colchester	Petra	28	Salt	Gabriel
7	Daniels	Robert	29	Serruys	Victoire
8	Finch	Lara	30	Sullivan.	Dominic
9	Hebblethwaite	Sebastian	31	Thorpe	Ruan
10	Hulst	Eloise	32	Thuranthiran	Dayshaaunt
11	Hyun	Min Seo	33	Trotter	Molly
12	Johnson.	Marianne	34	Warley	Gabriel
13	Jones	Benjamin	35	Ward	Joshua
14	Kells Romero	David			
15	Lassale	Fleur			
16	Martell	Jem			
17	Nicholson.	Alice			
18	Niki.	Kana			
19	Paakkonen	Otto			
20	Pronk.	Justin			
21	Ralapanawa.	Bhathiya †			
22	Ralapanawa.	Dimansa †			

† joined 1st October 2012

YEAR 4

No. Surname Forename (Firstname)

1	Ackerley	Jemima	23	Rowe	Alexander
2	Ankers	Emily	24	Rowe	Christopher
3	Ascough	John	25	Salt	Reuben
4	Bochsler	Noah	26	Shaw	Samuel
5	Brigden.	Olivia	27	Stewart	Emma
6	Bruce	Eleanor	28	Stride	Georgia
7	Cadell.	Alexander	29	Tan	Honor
8	Dewsnap	Rose	30	Tan	Lily
9	Fuchs	Andre	31	Tanner	Albert
10	Hamai	Shion	32	Tsang	Elena
11	Handel	Camilla	33	Vaughan	Zack
12	Harkins.	Isabella	34	Whatley	Millie
13	Hewitt	Benjamin	35	Whitehead	Hannah
14	Kanazawa.	Ruka			
15	Lawrence	Elliott			
16	Linganathan	Avikgna			
17	Martell	Sonny			
18	Mills	Thomas			
19	Moore	Kit			
20	Muendler	Maya			
21	Pegna	Rosamund			
22	Robinson	Chloe			

YEAR 5

No. Surname Forename (Firstname)

1	Ascough	James	23	Mooney.	Lorcan
2	Bernerius	Annalisa	24	Moore	George
3	Brown	Amelie	25	Moore	Joss
4	Buswell	Anthony	26	Odhner	Lillia
5	Cadell.	Benjamin	27	Orchard	Inigo
6	Cheong.	Kai Jun	28	Paliga Hardinge. . . .	Adam
7	Coe.	Henry	29	Patten.	Freddie
8	Cox.	Joshua	30	Roche.	Joshua
9	Easterbrook.	Martin	31	Russell	Adeena
10	Erwig.	Daniel	32	Sievwright	Holly
11	Evans	Scarlett	33	Stewart	Jenna
12	Fowler	Nathan	34	Taki.	Masato
13	Freeman	Toby	35	Trotter	Jack
14	Grubb	Sophie	36	Williamson Vega . . .	Sebastian
15	Hall.	Macy			
16	Hebblethwaite	Alixandra			
17	Jaramillo	Jose Tomas			
18	Jones	Oliver			
19	Laming	Daisy			
20	Lee	Tom			
21	McNerney	Anna			
22	Miller.	George			

YEAR 6

No. Surname Forename (Firstname)

1	Ackerley	William	23	Pourzanjani.	Joshua
2	Bird.	Abigail	24	Powell	Thomas
3	Boyd	India	25	Ramsay King	Olivia
4	Bruce	William	26	Sullivan	Stephanie
5	Diaz-Browne	Jannah	27	Surenkok White . . .	Elliott
6	Finch	Alexander	28	Tainton	Niall
7	Freedman	Jessica	29	Tainton	Siobhan
8	Freedman	Max	30	Takabayashi.	Ryusei
9	Freedman	Sophie	31	Taki.	Haruka
10	Fulton	Rachel	32	Tan	Elena Michelle
11	Gray	Andrew	33	Tanner	Alice
12	Green.	Julia	34	Teare	Matthew
13	Gregory.	Olivia	35	Van Es	Celine
14	Heinrichs	Maximillian	36	Van Sallandt	Marijn
15	Kennan	Max			
16	Lu	Mei Jun			
17	Mercurio	Ella			
18	Mooney.	Caoimhe			
19	Ofon	Kevin			
20	Phillips	Rafael			
21	Place	Benedict			
22	Place	Emily			

YEAR 7

No. Surname Forename (Firstname)

1	Aida	Maia	23	Phoon	Yeck Meng
2	Brigden	Chloe	24	Place	Harriet
3	Cheong	Kai Bin	25	Place	Zachary
4	Chiang	Eu Tjun	26	Rucker	Archie
5	Coe	Emma	27	Russell	Bryanna
6	Dowling	James	28	Sampson	Katy
7	Erwig	Jenna	29	Stride	Madeline
8	Ferenczi	Isabelle	30	Tan	Evann
9	Ferenczi	Oliver	31	Warley	Emma
10	Fox	Natalia	32	Whitehead	Max
11	Freeman	Natalie			
12	Goh	Pei Yi			
13	Grubb	Amy			
14	Gummer	Ruby			
15	Hall	Jasper			
16	Harkins	Alexandra			
17	Ibrahim	Abu Bakar			
18	Kuok	Ray Chie			
19	Lim	Choon Wei			
20	Miller	Harry			
21	Moore	Fergus			
22	Moore	Sophia			

YEAR 8

No. Surname Forename (Firstname)

1	Al	Naylin	23	Monneron	Aristarque
2	Chang	Zhui Ann	24	Mooney	Sam
3	Chong	Jia Wei	25	Phillips	Chantelle
4	Cox	Phoebe	26	Powell	Camille
5	De Haldevang	Hamish	27	Sievwright	Jordan
6	Devakumar	Ashmerra	28	Singh	Kevan
7	Devakumar	Asmita	29	Smith	Frederico
8	Erwig	Mia	30	Teare	Daniel
9	Hasler	Eve	31	Teh	Jun
10	Ho	Edric	32	Van Es	Maximiliaan
11	Jones	Alexandra	33	Van Sallandt	Robin
12	Kawamura	Rina	34	Warley	Aubrey
13	Kerr	Harvey	35	Yazid	Alia
14	Lee	Jang Sing			
15	Lee	Wei Chee			
16	Lee	Wei Hau			
17	Lim	Jin Rong			
18	Low	Jun Lee			
19	Martin	Claire			
20	Matsumaru	Rinona			
21	McCabe	Duncan			
22	McNerney	Alasdair			

SHELL

No. Surname Forename (Firstname)

1	Abdul Halim	Khadeejah	23	Ramsay King	Maxim
2	Al.	Dinesh	24	Reavley	Annabelle
3	Azahari	Nurul	25	Shukri	Amir
4	Bin Ali	Ahmad Ikhlas	26	Sinclair	Daniel
5	Bt Nor' Azman	Nur Qamarina	27	Tainton	Gareth
6	Buddell	William	28	Tallido	Shazny
7	Buswell	Erin	29	Tan	Colm
8	D'Arcy	Cerys	30	Tan	Gary
9	Faizal	Muhammad Hakim	31	Yahya	Farah
10	Fox	Dominique	32	Yap	Cheng
11	Fulton	Emma			
12	Green	James			
13	Hall.	Daniel			
14	Hewison	Alec			
15	Igwe	Eberendhu			
16	Kennan	Phoebe			
17	Kenny Tipton	Joseph			
18	Khamil	Mohammed			
19	Kong	Kah Ling			
20	Lynas	Mackenzie			
21	Mohd Lan	Puteri			
22	Paliga Hardinge. . .	Adrian			

REMOVE

No. Surname Forename (Firstname)

1	Azman	Muhammad Zayd	23	Merican.	Sarah
2	Baldwin.	Michael	24	Nurmi	Hilma
3	Blakemore	Bethany	25	Pillay	Vieshal
4	Chughtai	Ameer	26	Shim	Natalie
5	Connolly	Laura	27	Singh	Gavin
6	D'Arcy	Kimberley	28	Sinha	Zarif
7	Evans	Poppy	29	Tan	Rory
8	Goh.	Alexander	30	Tan	Yi Zhen
9	Hashim.	Arran	31	Teng	How Cheng
10	Igwe	Anyalemma	32	Walford.	Miriam
11	Islam	Aiman	33	Wang	YuXuan
12	Kong	Hui Xing	34	Wilkinson	Tessa
13	Lai	Li Zhe	35	Wong.	Samantha
14	Lammert	Tayla	36	Wright	Adam
15	Lee	Su Ern	37	Wu-Murphy	Timothy †
16	Lim.	Boo Hui	38	Yap	Jason
17	Loo	Jun Yie	39	Yap	Qian Hui
18	Low.	Tek Kian	40	Yazid	Alya
19	Lui	Eilidh			
20	Mas Mohd Khalik . .	Nur Faizah			† joined 31st October 2012
21	McCabe	Bronwyn			
22	McNamara	Thomas			

DESIGNED BY *Jules Axel*