

**Official Launch of the Tanglin Highlands Programme
22 April 2025**

Speech by Tanglin Trust School CEO, Craig Considine

Distinguished guests, Governors, staff members, parents, and most importantly, our pioneering Highlanders—welcome. We're delighted to have you all here today.

To our guests of honor, thank you for representing your respective countries. This collaboration between Singapore, the United Kingdom, and Australia aims to create valuable opportunities for both local and international students to learn together through a broad, experiential approach. But we'll discuss those future possibilities another time.

Today we celebrate not just the formal opening of a program, but the realization of an educational vision that emerged during extraordinary times. The Tanglin Highlands Programme demonstrates our collective belief in the power of adaptation and innovation in education.

When we first conceived this initiative, the world was navigating uncharted waters. COVID-19 had fundamentally altered how we connected, learned, and lived. Social media was reshaping communication at unprecedented speed. It became clear that education needed not just to respond to these changes, but to anticipate future developments.

I vividly recall presenting this project to our Board of Governors. We proposed not incremental change, but a bold reimagining of how learning could transcend traditional boundaries. Our Governors showed remarkable foresight and courage by embracing this vision. Shifting from the successful Singaporean and UK educational model with its strong focus on academic outcomes was challenging. However, they recognized that during times of profound transformation, the greatest risk lies not in innovation but in standing still. To our Chair of Governors, Dominic Nixon, who cannot join us today, and to the entire Governing Board: thank you for embracing this extension of Tanglin education and for providing appropriate resources.

From approval to implementation, Chris Seal, Clair Russell, Richard Sellers, members of the Senior School Leadership Team, Heads of Faculty, and teachers have worked tirelessly to transform concept into reality. They have redesigned curricula, reimagined learning environments, and reconsidered their roles as educators. They understood that experiential education isn't simply about doing—it's about meaningful reflection and authentic application.

We were fortunate—though I prefer to call it insightful judgment—to appoint Mark Cutchie (with his wife Sharon) as Head of Campus to lead this venture. They have served as project managers and program managers while winning hearts and minds to establish our campus and program. They deserve our profound gratitude. We'll hear from Mark shortly.

Now, we stand at the threshold of proving our concept. Our first two cohorts of Highlanders embark on this journey with a pioneering spirit that will define the program for years to come. You have chosen to embrace uncertainty, to learn through experience, and to develop adaptability that will serve you throughout your lives. As trailblazers, you aren't just participants in this program—you are its co-creators. We wish you the best of luck.

To our parents: your decision to entrust your children to this new educational paradigm demonstrates remarkable vision and courage. You recognized that preparing young people for an unpredictable future requires educational experiences beyond traditional models. Your aspiration for your children to become adaptable, creative problem-solvers aligns perfectly with the Highlands philosophy.

Our path has not been without challenges, and it pains me as an Australian to admit that my countrymen have made bureaucracy into an art form. I want to acknowledge my colleagues who have contributed their excellent work over the past few years:

- Mr Ling Guan Heng, our COO/CFO
- Mee King Chen, Corporate Secretary
- Gippsland Supervisory Committee of Governors who spent many hours in meetings planning and making decisions
- Lynn Yip, our Finance Director, and her team
- Clara Chan, our Procurement Director
- Lena Chan, our Legal Director
- Ayako Sugaya, Director of People
- Michael Holiday, Director of Co-Curriculum
- Tom Evans, Director of Marcomms, and his team
- Jen Martin, Head of Outdoor Education
- Ross Hamilton, our Trips Coordinator
- Annie Yeo, who handled much of the administrative work
- Lizzie Brewin, my amazing PA who has been with me throughout this three-year project

As we formally open the Tanglin Highlands Programme, we do so knowing that we are not merely launching a new educational initiative—we are contributing to a broader conversation about how learning must evolve to meet the demands of our rapidly changing world.

The journey continues from here. Together, we will learn, adjust, and grow. The proof of concept lies not in perfect execution, but in our collective commitment to authentic, meaningful, transformative education. Thank you all for being part of this remarkable journey.