

A fortuitous meeting at the Global Leadership Forum 2004 in Shanghai started us on the road to reaffirming the Harvard Club of Singapore's commitment to social relevance and action.

As we celebrate the launch of the Harvard Singapore Foundation's endowment, we are inspired to produce a commemorative book to mark this momentous occasion.

The Harvard Experience is a product of efforts from Harvard alumni from far and wide.

We are grateful to all our contributors, many of whom are prominent figures in the public and private sectors, and are based in cities ranging from Boston and London, to Kuala Lumpur, Singapore and Hong Kong, and, Beijing and Auckland.

This book is a collection of essays and a treasury of thoughts on Harvard. It is also an album of cherished moments in the history of the Harvard Club of Singapore.

In the essays and quotes, our contributors reminisce about life at Harvard and articulate their admiration and praise for the Harvard institution.

They share precious vignettes of learning from passionate professors, of adapting to the case study method, of being exposed to wider cultures and ideas, of applying the knowledge and skills to businesses and careers, and more.

In the photographs, snapshots of significant personalities and occasions capture the life and vigour of the HCS mission.

We are privileged to serve the Harvard community. With the Harvard Singapore Foundation's endowment, we seal our commitment to civil society, a commitment towards action in society. With *The Harvard Experience*, we celebrate the spirit of Fair Harvard, a spirit that endures in the heart of every Harvard alumnus.

Editors

*Koh Boon Hwee, Lee Keen Whye
and Anthony S C Teo*

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Foreword

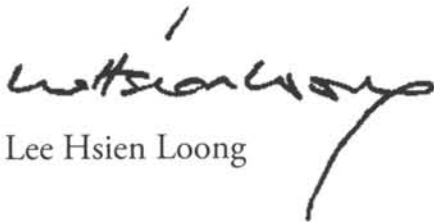
by Prime Minister Lee Hsien Loong, Republic of Singapore

For many years, Harvard University has educated and nurtured some of the best and brightest Singaporeans in a diverse range of disciplines. The experiences at Harvard have opened them to new thinking and knowledge, sharpened their minds and helped them to make lasting friendships.

Many of the alumni are now back in Singapore, serving in government, academia, the professions and the business and community sectors. They are doing their part to build a better Singapore. Apart from their personal contributions, they wish to make a collective effort through the Harvard Club to give back to society, by supporting education, taking part in community action programmes, providing views and feedback to Government and championing active citizenry. In particular, the Club has set up the Harvard Singapore Foundation to support not-for-profit organisations. I am confident that the Foundation will build up its endowment in the coming years, and make a valuable contribution to the strengthening of civil society organisations.

I commend the Harvard Club for publishing this commemorative book. It is a window to the ethos of the Harvard Club—a club that is not an exclusive gathering of the privileged, but a community of successful individuals determined to do their best for society and improve the lives of all Singaporeans.

I wish the Harvard Club a happy 35th Anniversary.

A handwritten signature in black ink, appearing to read 'Lee Hsien Loong', with a long, sweeping flourish extending from the bottom right.

Lee Hsien Loong

Preface

We met in Shanghai at the Global Leadership Forum 2004 organised by the Harvard Business School, and decided to draw on our experiences to serve the Harvard Club of Singapore (HCS) in reaffirming its commitment to social relevance and action.

To this end, we have established the Harvard Singapore Foundation's endowment to fund the Foundation's continuing commitment to civil society, and in tandem with its launch, we are inspired to produce a commemorative book on the Harvard experience.

We are distinctly honoured to have a Foreword written by Prime Minister Lee Hsien Loong of the Republic of Singapore and a Message from President Lawrence H Summers of Harvard University, as well as Singapore's Minister Mentor Lee Kuan Yew's consent to reproduce from his memoirs his thoughts on his Fellowship at Harvard in 1968.

At the start of this project, we had envisioned a modest collection of musings from Harvard alumni on the theme, *What Harvard Means to Me*. But we were pleasantly surprised by contributions that came from Boston and London, Kuala Lumpur, Singapore and Hong Kong, as well as Beijing and Auckland as thoughts of friendship and alumniship were put to paper.

At times serious, and at other times candid, the essays unanimously bespeak the deep respect for and the profoundly intellectual fervour of Harvard's many erudite professors; the creative and progressive methods of teaching; and the immensely stimulating exchange and challenge of ideas among students—the quintessence of the Harvard experience.

Compiling the essays and arranging them in some order proved particularly challenging. As the essayists are all notable figures and impressive writers, we were

hard pressed to create an order that would do each of them enough justice. In the end, we settled on an order that was based on three sub-themes of the main theme, *What Harvard Means to Me*.

We begin the first group of essays with two firsts—an extract from the memoirs of Singapore's first prime minister, currently Minister Mentor, Lee Kuan Yew, and a photo-essay in honour of Harvard Club of Singapore's first Distinguished Alumni Awardee, Professor Dr Wu Teh Yao. MM Lee recounts his Fellowship at Harvard in the 1960s and compares the different academic atmospheres of Cambridge and Harvard. Professor Wu appears in a photo-essay in honour of him as a distinguished alumnus of Harvard. Director of the Institute of East Asian Philosophies, Professor Wu received his award in 1986.

Along the same sub-theme, the first group of essays touches on the academic side of Harvard life. From addressing case studies to the many and frequent peer debates, these essays describe initial culture shocks and subsequent appreciation of the learning (teaching) methods at Harvard. Other contributors in this group of essays include:

Ambassador Tommy Koh LL.M.'64 who contributes an exquisite essay about an aspiring lawyer who wanted to go to England for graduate studies but detoured to New England's Harvard Law School instead, through scholarships. Having been through the School's 'grand manner' of teaching Law, he ended up, however, in international diplomacy and used his law training in his chairmanship of the timeless 1982 United Nations Convention on the Law of the Sea (UNCLOS).

Sir Martin Sorrell MBA'68 who contributes a masterful essay, sharing the advice he obtained from Sir Charles Hayward, chairman of Firth Cleveland, when he was a young lad of 14, and seeking to pursue a degree in business, "Martin, my boy, you should go to Harvard." The statement changed his life and graduating from Harvard, Sir Martin went on to found the London-listed WPP, one of the two largest media, marketing and communications groups in the world.

George Yeo MBA'85, Singapore's Minister for Foreign Affairs, who shares his thoughts on the shift of global economic focus to Asia and the rise of China. His address at the 2004 HBS Global Leadership Forum in Shanghai on the three risks—North Korea, cross-straits tension and the Islamist factor—was gripping.

Yet, academic excellence is only a mere part of education and, indeed, of personal development. Certificates and scrolls of honour aside, what makes a true Harvardian?

Justice Andrew Ang's LLM'73 essay delves into Harvard's origins and revisits De Tocqueville's timeless observation that 'if America ever ceases to be good, America will cease to be great'. Justice Ang raises a profound challenge for our alma mater, calling to mind Harvard College's motto, adopted in 1692, *Veritas Christo et Ecclesiae*. Will Harvard take up the challenge?

Post-Harvard, what was the world like? Would the Harvardian, equipped with the training at Harvard and the skills developed, hold his own in the real world? Essayists in the next section delve into the practical application of skills and principles to their businesses and careers. From public service to private enterprise, these essays describe the practical value of the Harvard experience.

Captain Wei Jia Fu and Tan Sri Ahmad Sarji MPA'71 contribute essays in Chinese and Malay, as well as in English. These essays will undoubtedly inspire many Chinese and Malays. Captain Wei, group president and CEO of COSCO, describes how Harvard was instrumental in furthering China's friendship and trade with USA. Tan Sri Sarji is the founder of AHUACA (Association of Harvard University Alumni Clubs of Asia). His essays celebrate the life of a boy from the kampong to Kennedy School to the chief secretaryship of the government of Malaysia, and then to the chairmanship of Sime Darby and PNB.

Rounding up and re-focusing on the intent and purpose of this project, the two essays in the final section discuss the formation and development of the Harvard Singapore Foundation, the Harvard clubs and the Harvard alumni network.

For their wonderful contributions and kind indulgence in this project, we extend the sincerest thanks to all our contributors. Further, we also thank our partners in action, benefactors, friends and helpers:

Our heartfelt appreciation to NVPC Chairman Willie Cheng for his early embrace of the Harvard Singapore Foundation (HSF) and NVPC partnerships, and who said, "Harvard is reputed for its excellence in business management. NVPC is pleased to partner with Harvard Singapore Foundation to leverage Harvard's management insights, branding, and network for capacity building of the people sector in Singapore. Through joint initiatives such as scholarships, exchange fellowships, forums and awards, we hope to bring focus to the critical need for enhanced effectiveness of non-profit institutions."

Mrs Tan Chee Koon, CEO of NVPC, who exemplifies volunteerism and the spirit of giving. Her leadership in the December 26 (2004) Tsunami Relief, Rehab & Recon exercise, and in engaging the first Harvard Business School Summer Fellows in their social enterprise initiative is inspiring.

Margot Dushin, executive director of the HBS Social Enterprise Initiative, coordinator Daniel Pechman MBA2006 and Professor Dutch Leonard.

HBS senior associate dean, Professor Warren McFarlan—a true friend of Singapore who taught a generation of business and public leaders and who has written extensively on Singapore since his 1982 information technology case on SBS 1978.

Alan Chan AMP81 who is a kindred spirit and who shared our vision. His generosity of the seed \$100,000 launched the establishment of the endowment and, working together with Lee Keen Whye, helped fund this commemorative book.

Ravi Govindran whose eclectic faith in J Krishnamurti embraces the cause of HSF–NVPC and the spirit of service above self.

Deputy chairman of our advisory board, Lim Chee Onn MPA'75, the executive chairman of the Keppel Group, who had abiding faith in the enterprise; his donation of \$100,000 turned our fundraising tide and flowed the giving by The Tan Chin Tuan Foundation and more.

Our advisory board member, Professor Cham Tao Soon, a PhD-holder from Cambridge and Formula One enthusiast, for his assistance in fund-raising.

All our friends of the Harvard Club of Singapore (too many to list), a big “thank you”. Friends like the late Master of Eliot House, Professor Alan Heimert; Professor Daryl Wyckoff; and Asia's early HBS DBA, Dr Ram Charan DBA'67 who had, together with the late Professors Warren Haynes and Neil ‘Pete’ Borden of ‘marketing mix’ fame, taught Singaporeans in the first field resident management programme in the late sixties.

Our auditor Yeoh On Jin and legal experts David Lim and Tang See Chim for their pro bono services and for obtaining the approval and registration of the Harvard Singapore Foundation as a charity under the Charities Act.

Our spouses, Koh Siew Fong, Susan Lee and Margaret Teo for their forbearance and sharing from HBS to our continuing involvement in alumni affairs, these 35 years and more.

The team at Marshall Cavendish and the relentless assistance of Jenny Toh, who, when all seemed overwhelming, made it orderly and seemingly so easy.

For errors and omissions, we ask your forgiveness; the fault is solely ours.

Thank you for this opportunity to serve. It has been a wonderful adventure.

Koh Boon Hwee MBA'76

Lee Keen Whye MBA'78

Anthony S C Teo MBA'69

22 July, 2005

Singapore

Chairman of the Board

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May 5, 2005

Mr. Anthony Teo
Co-Founder
Harvard Singapore Foundation
20 Cecil Street
#15-01 Equity Plaza
Singapore

Dear Mr. Teo,

Thank you very much for your letter of April 25 sent through Mr. Toh Hock Ghim's office.

I am deeply impressed by the Harvard Singapore Foundation's commitment to further enhance the effectiveness of non-profit organizations and to boost capacity building, which is a vision that I share. I believe that capacity building through education is one of the keys to developing civil society. In response, I am very pleased to donate HK\$1 million through the Hutchison Whampoa Group to support the Foundation's admirable and noble efforts.

We appreciate the opportunity to participate in this worthwhile endeavour and take this opportunity to wish you and the Foundation every success.

With best regards,

Yours sincerely,


Li Ka-shing

FACE TO FACE WITH TAIPAN LI

*Anthony Teo MBA'69 (Harvard)
Asian Business, March 1997*

This article is reproduced here with permission from Asian Business.

For a taipan of his stature, Li's penthouse office is surprisingly spartan. But to those who know him, this is the true mark of Li, who started work at 14 years of age to support his family after his father passed away. Li's original ambition was to follow in his father's footsteps by becoming a school teacher.

He has come a long way since then, and his achievements as a businessman are legendary. But he has continued to adhere to a simple lifestyle. 'I enjoy a simple life,' he says.

Li is known as 'superman' to his admirers, and serves as a role model for many aspiring entrepreneurs not only in Hong Kong but in Chinese communities around the world.

Although Li is always in the limelight, he seldom gives exclusive interviews to the press, and avoids self-publicity. However, because of allegations that Li doesn't contribute enough of his profits back to society, in recent years, he has begun to name buildings he has donated after his late wife.

Li says he has given away some HK\$2.4 billion (about US\$308 million) to charities. 'I am sure the figure is much larger than that because I don't keep a tab on all the cheques I have signed,' he says.

Robert Ng, chairman of Sino Land, who is both a competitor and friend of Li, says 'KS [Ka-shing] is a very generous man, as his track record shows.'



In a Chinese society, social philanthropy is a rite of passage. The Confucian ideal of a gentleman is someone in an exalted position who always remains sympathetic to the needs of the common people. Li has that common touch.

In 1958, the 32-year-old Li decided to help a beggar outside the Central office building where he often met his clients. He told the woman, a refugee from Shanghai, he would help her set up a newsstand outside a restaurant and that he would meet her on a certain day to give her the funding.

But when the day came, his clients in Central suddenly decided they wanted to meet at Li's factory instead. Determined not to miss his



appointment with the woman he had promised to help, Li slipped out of the meeting with the buyer, hopped into his car and drove as fast as he could to the scheduled meeting point, where he handed the money to the woman.

Although the buyer noticed his sudden absence, 'nobody ever asked me where I had been during those 20 minutes and I have never told anyone this story before,' he says. The story reveals a lot about the man and the philosophy behind his success. 'I always keep my promise and I care about and sympathise with those who are less fortunate,' he says.

THE PROBLEM WITH HIGH PRICES

Li says he is against excessive increases in land prices, which is making it difficult for low- to middle-income earners in Hong Kong to buy their own apartments. He believes society suffers when the majority of its people can't afford to buy their own homes.

What then is the right price? Li says that, ideally, an increase in land prices should be kept at a level slightly above inflation. To him, property development is not unlike manufacturing. 'We are converting land [the raw material] into apartments [the finished products],' he says.

His formula for success is a combination of good management, good quality building and a reasonable profit.

On top of that is, of course, good business timing. His sense of timing was most forcefully demonstrated in the takeover of Hutchison Whampoa, one of the largest British-owned hong, in 1979—a year after Deng Xiaoping led China in pursuit of economic reform through his 'open door' policy.

It was clear to political insiders then that the sovereignty of Hong Kong after 1997 was not negotiable. Li says now that if he had failed to buy Hutchison, he would have gone after other British hong because their share prices reflected a large discount to their net asset values.

As the territory's leading property developer, Li seeks to influence the industry as well as the macro factors that make for long-term success.

Li has diversified into other businesses, including infrastructure developments in Hong Kong and China. Infrastructure projects require a long-term investment. He has also acquired a controlling interest in Hong Kong Electric whose expertise is exportable.

OPPORTUNITIES TO EXPAND Li supports Deng's 'one country, two systems' dictum that has been reiterated by president Jiang Zemin. 'Yes, I strongly believe in what they say,' he says, adding that he always welcomes the opportunity to conduct business with Chinese enterprises.

Li has also diversified abroad. Within this region, he is particularly keen on expanding his business interest in Singapore. Earlier this year, he shocked the Singapore business community by bidding a record S\$689 million (about US\$488 million) for a residential site on the East Coast.

His bid was at least 30% more than the next highest bid. But Li is confident that he will make money in this project as it's in a prime site, across from a park and with a panoramic sea view. The cost of the investment amounts to about S\$1 billion.

Li is assured a place in the epicentre of power in the Hong Kong economy beyond 1997. He is an adviser on Hong Kong affairs to the Beijing government and has served on the Selection Committee that picked Tung Chee-hwa as the first chief executive of the SAR.

He has been grooming his eldest son Victor to take over his business empire and helping his younger son Richard to rapidly develop his own

personal business. Both sons will benefit from Li's invaluable business connections in China.

A beautifully bound volume of Li's biography, *Li Ka-shing*, published by Xinhua Publishing House, contains numerous pictures showing Li and his sons socializing with president Jiang Zemin and other Chinese leaders. *Guanxi* like this is the glue for continuity and succession.

Five years ago, Michael SF Chan, the Asia-Pacific director of property agent, Jones Lang Wootton, was asked by a Japanese client, who owned, among other things, the Mandarin Plaza in Tsim Sha Tsui east, to recommend a Hong Kong property magnate who had HK\$2 billion cash and played golf.

Chan arranged a golf game for his Japanese client with Li. After the game, they had a two-hour conversation, which revolved mainly around golf, except for five minutes during which Li agreed to buy a property from his Japanese guest for HK\$1.85 billion.

Chan's lawyer drafted a 10-page document for the transaction. Chan knew better. He wrote down the pertinent details of the transaction on two pages, which Li signed. To the surprised Japanese client, Chan said: 'You can trust Mr Li. He's a man of his word.' And that's the way Li does business. 'I have always kept my word,' he says.

I am deeply impressed by the Harvard Singapore Foundation's commitment to further enhance the effectiveness of non-profit organisations and to boost capacity building, which is a vision that I share.

Li Ka-shing, Chairman, Cheung Kong (Holdings) Limited and Hutchison Whampoa Limited

How does social enterprise affect a student's experience at Harvard? To me, social enterprise...is the impetus which prods us all to become leaders of society, not necessarily just leaders of business.

John Serafini, BS (US Military Academy), MBA2006/MPA2007

These impressive and touching life stories demonstrate the power of a great university to transform lives and bind people together. Across oceans and generations, these remarkable Harvard alumni have found commonality and connection in their shared university experiences. Each essay is a clear expression of the global impact of education and why it is so important to our future.

*Mark A. Emmert, President, University of Washington, Seattle (Founded 1861)
and Charter member of Association of Pacific Rim Universities*

These eminent Harvard alumni evidence the energy and effectiveness engendered by an excellent education enhanced by extensive experience.

Sir Paul Judge, Benefactor, Judge Business School, University of Cambridge, UK

Academic research at Harvard closely relates to what happens in the real world. This is...how Harvard has gained its reputation as the forerunner of new research and maintained its position as a leading university.

*Captain Wei Jia Fu, President and CEO, COSCO Group
and Member, Harvard Business School Asia-Pacific Advisory Board*

By getting myself educated at Harvard, and through my interactions with fellow students...and professors, I was able to develop multiple perspectives on myself and the world.

*Tan Sri Dato' Seri (Dr) Ahmad Sarji Bin Abdul Hamid, MPA'71, Chairman, Sime Darby Berhad
and Chairman, Institute of Islamic Understanding of Malaysia*

Harvard Business School was a revelation for me—exhilarating, stimulating and something I will never forget.

Sir Martin Sorrell MBA'68, Founder and Chief Executive of WPP plc

It is natural that many parents would like their children to enrol in the same school they graduated from. I am no exception. I am delighted that my daughter went to Harvard College and graduated Magna cum Laude.

Hsuan Ouyang MBA'52, Chairman of the Advisory Board, Harvard Singapore Foundation

ISBN 981 053 813 8



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