

**United World Colleges (UWC)**  
Evening of appreciation for Keith Clark (Executive-Director 2003-2015)  
Globe Theatre, London

Members of the UWC family: Good evening! It is my privilege, as current Chair of the International Board, to begin tonight's tributes to Keith Clark.

I have two reasons to be brief. First, in working with Keith I always urged that UWC's oral and written output should be succinct. I should take my own advice.

Second, I must confess that my campaign for greater conciseness in communication at UWC has been an abject failure. I will concede defeat gracefully and give Keith the time that he will need. You came to hear him!

I summarise Keith's enormous contribution to UWC by an analogy from the ancient world. Speaking of the City of Rome, Caesar Augustus said that he 'found it brick and left it marble'. Metaphors are never perfect but this captures the essence of the transformation that Keith has effected.

When he arrived UWC was a scattering of bricks around the globe – good construction material certainly, but lacking the concept of an edifice that could create an international impact.

Keith has cajoled and inspired us to take these bricks and make them into a structure, a system and a movement. A federal system to be sure, but a visionary movement with a cladding of policy that makes today's UWC shine like marble in the world of international education.

Finding the right analogy for Keith's own role is harder. **Producer** of the play does not fit his self-effacing style. **Author** is not right either, although the million words he has written over 11 years have guided us through countless meetings. Maybe **Stage Manager** captures it best. Year after year, crisis after crisis, success after success, as leading actors have come and gone, he has kept the show on the road.

Colleagues will extol the many qualities that have enabled him to do this so well. I note just three, all beginning with 'C': Keith is committed, conscientious and careful. These qualities have been the foundation of his success as Executive Director, these qualities stimulated the outpouring of thanks and good wishes that followed his decision to leave UWC. These qualities are the reason you are here tonight. It has been a great privilege for me to work with Keith over the last two-and-a-half years and, with deep thanks, I now pass the microphone to colleagues who have accompanied him on the UWC journey for much longer.

Sir John Daniel, O.C.  
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