



PRESENTATION OF KEYNOTE ADDRESS 5

TITLE : Global Leadership for World-Class University



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Garry J. Clayton is an experienced scholar and educational reformer. He has earned a doctorate in historical military strategy and policy from the University of Waikato, a postgraduate diploma in business from the University of Auckland, a postgraduate diploma in public policy from Victoria University of Wellington and a Diploma of Teaching from Hamilton Teachers College. He is also a graduate of the New Zealand Defence Force Staff College.

He is currently a Visiting Professor at the Universiti Teknologi MARA (Shah Alam). He is currently teaching strategy, organizational design and leadership at graduate and undergraduate levels.

He has previously held senior teaching and administration appointments in; the New Zealand Army (where he was instrumental in a complete revision of their officer education curricular); Waikato Museum (where he developed innovative outreach programs); the University of Auckland (where he successfully championed both external accreditation of the University and On Line delivery of programs); Waikato University (where he developed a pioneering "pathways" program); the Eastern Institute of Technology (where he again pioneered On Line programs) ,and; at the University of Massachusetts (where he was Assistant Dean of the Charlton College of Business and the founding Director of the Sustainability Studies Program).

**Global Leadership
for (the)
World Class University**

by

Dr Garry James Clayton

Abstract

Achieving “World Class University” status requires planning, persistence and patience. While perhaps desired by most it can only be accomplished by a small number of what in effect are elite institutions.

Recognized by a reputation for excellence a “World Class University” is judged by its peers and the market place on its research, relevance, resourcing, and regulatory regime. Such institutions are primarily focused not on scale of operation but substance of outputs.

Providing the inspiration for a “World Class University” are leaders who think both strategically and globally. For them national boundaries are bridges not barriers to the world. They are able to balance effectiveness with efficiency, they ensure that the “right things are done in the right way”.

Though based on the identifiable principles of transformational leadership, this balance is not merely the oft quoted **ART** it is more an **ARTFORM**. Going beyond traditional university **A**dministration, **R**esearch and **T**eaching these leaders; **A**im clear and high, **R**ecruit requisite talent, **T**alk through the vision, **F**ormulate inspirational implementation plans, **O**rientate the organization, **R**esource sufficiently, and constantly **M**onitor both the outcomes and environment).

Such leadership is not inherent in any individual; rather it is a consciously practiced process that marks out the successful high fliers from the struggling hard workers.