

Larry Denman Clarke is worthy of an honorary degree for his leadership in making Canada an international competitor in the high-stakes sweepstakes of space technology. As Chairman and chief executive officer of Spar Aerospace Limited -- an advanced technology company based in Toronto and owned by Canadian shareholders -- he has demonstrated that strategic vision and quiet determination can produce results that confirm the role of private enterprise in our nation's future.

In 1967 he led a group of investors in purchasing the Special Products and Applied Research Division of De Havilland Aircraft Company...a division that was either going to be sold to the highest bidder or shut down. From that slender beginning, with 250 employees grossing \$5 million in the first year of operation (and a slim profit of \$40,000), he built an enterprise of more than 2,000 employees in Ontario and Quebec, with revenues in excess of \$200 million and profits of \$9 million. With his watchword of a commitment to the business of advanced technology, he led Spar to heights of achievement that included:

1. Participation with Hughes Aircraft Company in the manufacture of the Anik A, the world's first communications satellite in geostationary orbit for domestic purposes.
2. The design, development and manufacture of the Canadarm for NASA's space shuttle.

3. The prime contract to Telesat Canada for the manufacture of the Anik D satellites, which serve today's Canadian needs in space communications.
4. The prime contract for Brasilsat, the first domestic communications satellite program for Latin America.
5. The prime contract for the Infra-red search and track devices for the Canadian and United States Navies, the largest ever defence-sharing program between the two nations and the first time that such an advanced technology program has been based in Canada.
6. The largest contract ever of Canadian designed electronic equipment for more than 30 earth stations being built for the People's Republic of China.

The record is all the more remarkable when one considers that Mr. Clarke is not an engineer or technologist, but a lawyer. More, he embodies those entrepreneurial skills that are often written about in textbooks, yet rarely acquired in a cloistered setting. In the early sixties he was president of a systems company that failed. Lesser mortals would have packed it in at that point and sought a less challenging environment. Mr. Clarke soaked up the lessons of defeat and risked all that he owned in taking on the fledgling Spar. What were those lessons? In brief:

- \* The most sophisticated technology is of no avail if there are no customers.
- \* Customers can only be won by offering products and services that are of the highest quality, delivered on time and at competitive prices.
- \* Canadian enterprise can succeed only if it goes the extra length to provide training and technology transfer to international customers -- while at the same time forming alliances with larger competitors -- such as Hughes Aircraft and GE -- to forge a secure niche for Canadian business.

- \* Finally -- and most importantly -- people are the single most important asset of any advanced technology company -- more critical by far than the most esoteric equipment and fancy buildings that are the conventional hallmarks of entrepreneurial prowess.

A devoted Canadian, Mr. Clarke has worked tirelessly to secure this nation's stake in space leadership. A founding member of the Canadian Institute for Advanced Research, he earmarked a significant contribution from Spar to launch its first major research effort: Artificial Intelligence, Robotics and Society, that draws on the best minds at four Canadian universities to explore the frontiers of knowledge first tapped by the Canadarm. He has made higher education the most important contributions arena for Spar, funding the John H. Chapman annual awards to communications engineering students at 13 Canadian universities, from the Technical University in Nova Scotia to the University of Saskatchewan.

His concern for the individual is legendary. Spar, an amalgam of failed and failing operations, has prospered under his leadership. And as it did so, he shared in the bounty with workers who had been cut off from previous pension plans. When Spar could afford it, he accorded full pension rights at Spar's expense to all long-term workers, including their service to previous employers. In addition he developed a share purchase plan that permits all Spar employees to share in the fruits of their labors. The plan is the quintessential hallmark of his leadership and of his oftstated watchword: It is people that have made Spar what it is today.

At the risk of infringing on his deeply felt modesty - and his disdain of the cult of the individual -- this award of an honorary degree is made on the following premise: That one individual can make the difference in tackling formidable odds, in turning obstacles to advantage, in bringing out the best in the human resources at his disposal and, ultimately, making all Canadians proud of that which our nation has achieved in space. It is a legacy that is inevitably linked with the accomplishments of Spar Aerospace Limited and with Larry Denman Clarke--the man who made it happen.