



Jay Switzer, MBA '83,
Former President and CEO CHUM Limited,
advisor and board member to several media companies

How did you end up at Ivey?

My father was a cable TV engineer. He built systems in one small town after another. My mother was a journalist. After university I worked for Maclean Hunter Publishing as a media research analyst for two years. Then I realized that if I didn't improve myself, I'd be in that same cubicle for 40 years.

Best memories?

I loved almost everything about Ivey. I wanted to work hard and I took it very seriously. I can honestly say that I've only been to the Ceeps once in my life! I knew I was with the best and the brightest. You always think you're not quite as capable, so you have to work a little harder.

What did you take away from Ivey?

In my business, you don't brag about having an MBA. You don't put it on your business card or your wall. In media, the business side is

important, but so is the content and creative side. There's no dichotomy, no conflict—good executives have to live in both worlds. The Ivey MBA gave me the quiet strength to do that.

Proudest career achievements?

I'm proud of the fact that I was CEO during the last five years of CHUM's existence. We were able to take it from a well-respected but sleepy company to one of the great media companies in Canada. And we did it by living the principles of collaboration, respect, diversity, creativity and innovation. The best media companies recognize that there is a special obligation that comes with the privilege of being in the living rooms and cars of millions of Canadians. That means you don't just entertain and inform: you do good.

Right now I'm assisting either as a board member or a shareholder in a bouquet of media companies. I have a larger personal interest in a suite of high

definition movie channels that were recently licensed. The challenges in the old part of the media business are balanced by the great opportunities in the new part. It's a thrill to be part of it.

What is success? What is leadership?

For me, success is having your work remembered for the way you treated people and the things you helped to create. Everybody has a different leadership style. My approach is very collaborative. I'm a big believer in choosing the very best people, giving them the resources they need, creating structures to support them, and then getting out of the way and letting great things happen.

What do you do when you're not working?

Some people are into music or golf; I love television. I like nothing more than to go down to the Los Angeles screenings and watch every television show produced in the world. I love screen-based storytelling. It's not work, it's pleasure.