



**Schulich**

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York University

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# Arts & Media NEWS

*A newsletter dedicated to the alumni and students of the Schulich School of Business MBA in Arts & Media Administration*

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## Trina McQueen elected to the Canadian Film and Television Hall of Fame

Trina McQueen, Schulich's first CTV Professor in Broadcast Management, has been elected to the Canadian Film and Television Hall of Fame, along with eight other industry icons, including Robert Lantos, Catherine O'Hara, and Allan King. "We are very excited to once again be honoring the great people who were instrumental in building the Canadian film and television industry," said Playback publisher Peter Vamos.

It's a busy June for Trina. Besides the Hall of Fame ceremonies, she will travel to the Radio and Television News Directors annual conference in Ottawa. RTNDA has named their "Best Program" prize for her, and she will present the first "Trina McQueen" award. And during the Luminato arts festival this month, you'll see her portrait at the Allen Lambert Galleria as part of the photography exhibit "Toronto's Mille Femmes" dedicated to women in the arts.

We are pleased to announce that, although Trina will be stepping down as CTV Professor in July, she will continue her association with the MBA Program in Arts and Media as an Adjunct Professor. We are indebted to Trina for her contribution to the Arts and Media program. As the first CTV Professor, Trina has developed our broadcast management course with its strong links to industry professionals and its emphasis on change management vital to media executives. She has supervised students in areas related to film and television at Schulich and in the graduate program in Communications and Culture, and she has been instrumental in the development of the WIFT-Schulich certificate program, Business Management for Media Professionals designed to serve the needs of senior managers in the media industries, which graduated its first class in May 2008. "I'm looking forward to a continued association with the great students and faculty in the Arts and Media program and the rest of Schulich," said Trina. "Schulich is an inspirational place to be. Its focus on excellence and inclusiveness is exactly the way to build our future."

## Wendy Reid appointed Visiting Professor at HEC-Montréal

It is with great regret that we see Wendy leave Schulich and her responsibilities for the introductory course: Issues in Arts and Cultural Management. Her contribution to Schulich, the Arts and Media Program and its students has been invaluable and we are fortunate to have been able to draw on her extensive experience for as long as we have.

Originally trained as a cellist, she has had a 25-year career in arts and broadcast management. She began with the Association of Canadian Orchestras, followed by operations management at The Toronto Symphony. Eight years as the Marketing and Development Director of The National Ballet of Canada brought her recognition by the American Marketing Association as Marketer of Year in 1987. In Montreal, during the nineties, she worked in public affairs at the Canadian Centre for Architecture, and as Director General of Les Grands Ballets Canadiens. Before coming to Schulich to do her doctorate in Organizational Behaviour, Wendy was Head of Radio Music and Program Director for Radio Two at CBC.

Wendy's research on dual stream leadership in arts and cultural organizations and her teaching experience will serve her well in Montreal. She will be researching arts management and governance, and will be teaching in the Diploma program for Arts Management and in the MBA program on leadership at the HEC-Montréal (Hautes études commerciales), Canada's first business school, founded 1907. We will miss Wendy but wish her well in Montreal and look forward to working with her in the future.

## Doug Barrett becomes Visiting CTV Scholar in Broadcast Management for 2008/9

We are pleased to announce that Doug Barrett, one of Canada's foremost entertainment industry executives, will become a Visiting Scholar at Schulich, assuming the position of CTV Professor in Broadcast Management.

Doug recently stepped down after four years as Chair of the Canadian Television Fund, responsible for the support of the creation and distribution of Canadian television programming. He brings a wealth of experience in the Canadian television and film industries to Schulich. He is the President and CEO of PS Production Services Ltd, one of Canada's leading providers of professional production equipment to the film and television industries. As a Senior Partner in the law firm of McMillan Binch Mendelsohn LLP, Doug developed a leading media and entertainment law practice. He has been named by Lexpert as one Canada's top entertainment lawyers, and was appointed as a Lifetime Honorary Director of the Banff Television Festival and Foundation. He has served on the boards of numerous organizations, including the Banff Television Foundation, the Feature Film Project of the Canadian Film Centre and the Canadian Film and Television Production Association. He was a founder of the Alliance Atlantis Banff Television Executive Program, and Chair of the Canadian Film and Television Production Association's annual three day policy conference, Primetime in Ottawa (2002-2004). A graduate of York University (Honours History), Doug received his Masters of Science in Broadcast Management from the Newhouse School of Communications at Syracuse University and his LLB from Dalhousie Law School. He has been a popular and respected guest lecturer at Schulich.

# Alumna Recognized as One of Canada's 100 Most Powerful Women

By Allison Noseworthy



In November 2007, Alexandra Montgomery, Executive Director of the Gardiner Museum in Toronto and Schulich Arts and Media alumna, was identified as one of Canada's 100 most powerful women by the Toronto-based Women's Executive Network in their list of women who have shaped Canadian thinking and culture in the arenas of Arts and Communications.

Ms. Montgomery's early interest in oil painting led her to pursue a fine arts degree at Queen's University in the mid-1980s. However, after realizing her stronger talents to be in the administrative side of the industry, she switched her studies to art history and classical studies with the objective of becoming a museum or gallery director. Her career at the Gardiner began as a summer student working as a clerk in the Museum Shop. She returned to the Museum to do an internship in the administrative offices while doing her MBA at Schulich.

As jobs were scarce when Ms. Montgomery graduated in 1987 she worked in the private sector for several years before securing a position in the arts. She held progressively responsible positions at the Royal Canadian Academy of Arts, the Harbourfront Reading Series and the Canadian Opera Company before joining the Gardiner Museum as its Director of Communications in 1999. She then served as Interim Director, and, in 2000, she was appointed Executive Director of the Museum.

Ms. Montgomery developed the strategic plan which guided the Gardiner's \$20 million expansion, secured a \$6 million grant from the government Super Build program, and provided executive lead for the fundraising campaign which to date has brought in over \$11 million. The renovation resulted in new gallery space, special exhibition space, and an education centre for ceramics classes. The expanded shop and new restaurant play a major role in earned revenue, and have increased from 16% to 43% of the Museum's budget. In addition to Ms. Montgomery's dedication, hard work and strong leadership, she has also provided monetary support to the project through a donation of an amount equal to her annual salary. She has certainly proven her business skills in the sector, and hopes that some day she can continue to strengthen her artistic skills by returning to painting, likely when she retires.



## Canadian Women in Communications' Jeanne Sauvé Convergence Program

By Du-Yi Leu

The Canadian Women in Communications' (CWC) Jeanne Sauvé Convergence Program was created in 1993 in honour of the Right Honourable Jeanne Sauvé, the first woman to be appointed Governor General of Canada. CWC is a national organization dedicated to the advancement of women in the communications sector through networking, professional development and meaningful recognition. Convergence is today's reality as the broadcasting and telecommunications industries address the impact of changing technologies on their traditional business models. The Jeanne Sauvé Program facilitates the vital exchange of knowledge between government and private industry within the communications sector. The program is supported by Canadian Heritage, the Canadian Radio-television and Telecommunications Commission (CRTC), and Industry Canada in partnership with CWC.

Every year, one woman selected from each of Canadian Heritage, CRTC and Industry Canada, and two from the private sector, are recognized at the CWC Awards Gala in Ottawa. In 2007, I had the privilege of participating in the program; in this invaluable experience I gained knowledge of the industry from the many decision makers in government and private industry, who welcomed us into their organizations, and from my fellow award recipients. This unique program is largely self-directed. The participants build the agenda for the three, two-week rotations at Canadian Heritage, CRTC and Industry Canada, and attendance at an industry conference at the Banff World Television Festival.

A great deal of team work and negotiations took place to meet diverging interests and ensure a fulfilling program overall. My MBA experience at the Schulich School of Business had prepared me well for the group work as we brain stormed, problem solved, applied analytical thinking and determined a collective objective.

Though our group members' sets of skills and professional experience in the public, non-profit and private sectors differed, we shared a common interest in convergence and public policy as they relate to broadcasting, telecommunications and emerging technologies. Together, we were able to develop a breadth in the range of topics and the companies that we visited and a depth in all of our discussions that were beyond what we might have achieved individually.

Owing to the program's reputation and our dedication to exploit its full potential, we were able to meet with a number of leaders in the industry. Among the highlights, beyond the government department meetings, were the Competition Bureau, the Canadian Space Agency, Rogers Communications, Astral Media, Research in Motion, the National Archives and attendance at both Question Period and a meeting of the Heritage Committee on Parliament Hill.

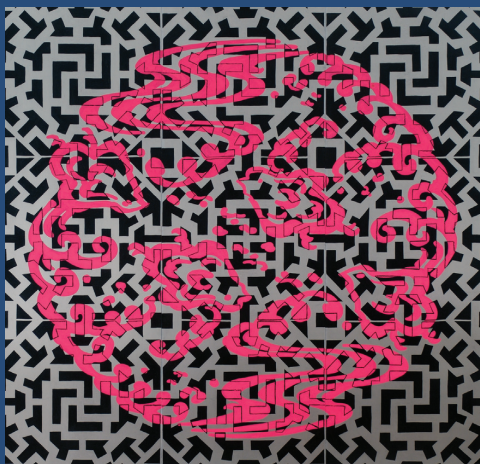
We heard about key business concerns and the impact of public policy, market issues and technological advancements on the companies and government departments with whom we met. Though no one had all the answers, it was clear that everyone believed convergence will have a huge impact, an impact evident in the media consolidation occurring in Canada, which supports the idea that larger companies have the resources to innovate and compete globally, beyond our regulated borders.

The Arts and Media Program at Schulich provided me with the understanding that the government has a critical role to play in the arts and cultural industries of this country. The Jeanne Sauvé program reinforced that notion and the importance of a national cultural policy and of the public and private sectors working in cooperation to achieve their goals.

It took a great deal of foresight from the CWC and government departments to support a professional development program that provides women with the tools to fully reach their potential. The experience of meeting decision makers in the industry and learning from their wealth of knowledge and from that of this year's peer group cohort was truly rewarding.

*Du-Yi Leu is an MBA Arts and Media grad who is currently the Director of Regulatory, Government & Stakeholder Relations at S-Vox.*

## Story of a Global Nomad



Jinny Yu's new painting series, *Story of a Global Nomad*, was exhibited in February and March 2008 at Art Mûr gallery, Montreal.

The series, which explores the idea of the nomad, reflects Yu's understanding of the artist as migratory, with the ability to shift between contexts, boundaries, and identities within the "increasingly liquid field of trans-global relations." Two visual systems preside over the majority of the new works: a patterned underlay, which appears to be static, and an overlay that appears to convolute, distort, and haphazardly foray among the structured patterns below.

On the occasion of the exhibition, a catalogue raisonné covering the last ten years of Yu's practice was published. It includes critical essays by Emily Falvey, Antonio Foscari and Édith-Anne Pageot. Yu's work has recently been added to the database of Centre for Canadian Contemporary Art: [www.ccca.ca/artists/jinny\\_yu](http://www.ccca.ca/artists/jinny_yu)

*Jinny Yu (MBA/MA '02) is an Assistant Professor in the Department of Visual Arts at the University of Ottawa. Represented by Art Mûr Gallery, her paintings are found in many private and public collections, including the Collection Prêt d'oeuvre d'art du Musée National des Beaux-Arts du Québec.*

## Congratulations to our Alumni!

### Producer/Director Alisson Larrea ('04) on the Toronto Premiere of "*Memories of a Dreamer -- The Journey of a Political Prisoner*"

*Memories of a Dreamer* is a first person account of the hardship suffered by a political prisoner from Chile's 1973 dictatorship. Felix Mora recounts shocking details of the torture he endured, his escape from the dictatorship and the challenges he has faced as an exile in Italy and Canada. The documentary looks to answer the question: has Felix allowed torture and exile to shatter his dreams of obtaining justice and being able to return to Chile or has he used that suffering as a force to accomplish that dream? The May 12, 2008 premier at the Toronto Hispano American Film Festival followed festival showings in both Canada and the United States including: the World Community Film Festival, the Global Film Festival, Our Island our World Film Festival, Latin Film Festival, Women's International Film Festival and the Ybor Festival of the Moving Image.

### Xenophile Media Producer Keith Clarkson ('93)

Xenophile Media, a pioneering producer of TV programs, games and interactive content, has won its second Emmy Award this year. The television reality game, *Fallen: The Alternative Reality Game*, produced for Disney and broadcast on ABC Family in the US, won a Primetime Emmy for Interactive Television Programming at the 59th Annual Creative Arts Emmy Awards in Los Angeles. *Fallen* was created by Xenophile Media's senior producer Patrick Crow (York BFA '90) and producer Keith Clarkson (MBA '93) and included senior producer Thomas Wallner (York BFA '91) as a writer.

The award comes less than half a year after the Xenophile Media team picked up their first Emmy in Cannes for *ReGenesis Extended Reality Game, Season 2*, a Web site associated with a series aired last fall on Global TV and nominated the most popular site in Canada. *Fallen* the game also won a Banff World TV Festival Award and a South By Southwest Interactive Award for best experimental project in Texas this year. *ReGenesis* tied with the Canadian animated series *Zimmer Twins* for the Interactive Program Award for Xenophile's first Emmy. The game also won a Gemini Award for cross-platform project, a Canadian New Media Award for excellence in cross platform and a Banff World Television Award.

*from the September 14, 2007 issue of Y-File*

### Municipal Cultural Planning Partnership Chair Bill Poole ('73)

The Municipal Cultural Planning Partnership (MCP) announced the launch of a new project in support of Municipal Cultural Planning throughout Ontario on September 7, 2007. The project has come to fruition thanks to a grant in the amount of \$230,500 from the Ontario Trillium Foundation (OTF). Ontario Minister of Culture, Caroline Di Cocco joined OTF Chair Helen Burstyn in congratulating MCP Chair Bill Poole on the success to date and the launch of its education, support and community building initiatives. The partnership is playing a key role in bringing world-leading practices in municipal cultural planning to cities, towns and villages across Ontario. The resources will include a new information site and online community that will be hosted at [www.ontariomcp.ca](http://www.ontariomcp.ca).

### Visiting with Alumni

Please don't forget to keep in touch and let us know where you are, not only to give Joyce an opportunity to touch base in she is visiting your area but also so we can keep you abreast of what's going on with the program.

On her most recent trip to Vancouver Joyce had a great visit with some of our alumni living in the area.

Vancouver/Victoria Alumni include: Susan Brekelmans, Bea Donald, Sarah Durno (Victoria), Brenda Grunau (*pictured*), Janice OBriain (*pictured*), Christine Offer, Simon Parker (*pictured*), Christopher Whitney. The Vancouver contingent is soon to be joined by Allison Noseworthy.



## Entrance Award Recipients

Congratulations to our ARTM Entrance Award Recipients and all the outstanding Arts and Media Students who received entrance awards in 2007-08.

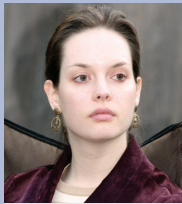
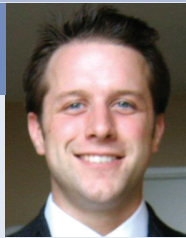


### Fahad Ahmad Seymour Schulich Entrance Award

Fahad holds a BS and MS degree in Computer Engineering from India and the US respectively. While working as a chip design engineer over the past 8 years, Fahad volunteered extensively with social justice NGOs in outreach, publicity and event planning. Fahad believes that the arts play an important and effective role in engaging society and engendering change. He comes to Schulich to combine his interest in the arts with his passion for social justice. His focus is in the Arts & Media and Non-Profit management areas. Most recently, he has been exploring the use of film for narratives around human rights and social justice.

### Daniel Caunter Schulich Entrance Bursary

Born and raised in Montreal where he completed his BComm at Concordia's John Molson School of Business, Daniel is now pursuing his MBA with the aim of consulting in the media and sustainability industries. After completing his first semester, he is now eager to take more specialized electives which played an important role in his choice to attend Schulich. Outside of school, Daniel also finds time to pursue his other passions in photography and surfing. Between his studies, hobbies and planned travels, Daniel's Schulich experience promises to be a busy yet fulfilling one.

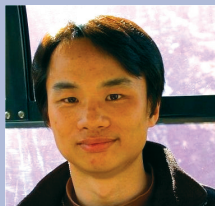


### Kristin Graholt Marshall Cohen Entrance Award

Kristin is in the first year of the MBA, with a concentration in Arts and Media. She studied Biological Engineering at the University of Guelph before entering the Faculty of Music at the University of Toronto. She graduated with a B.Mus. in History and Theory in 2004. She maintained a private piano teaching studio from 1993 to 2006, running the business full-time upon graduation. Kristin has performed in concerts with Toyich International Projects, a group of twenty pianists, in Toronto and Rome. She will complete her last MBA semester at the ESSEC Business School in Paris.

### Neil Middleton Seymour Schulich Entrance Award, Arts and Media

Prior to starting his MBA in the fall of 2007, Saskatoon native Neil Middleton worked in Montreal as a composer, clarinetist and stage manager. After completing graduate studies in composition at McGill, Neil found himself returning to the production side of classical music events. He decided to pursue an MBA in Arts and Media Administration at York in order to develop a stronger understanding of business and policy considerations surrounding the Canadian cultural industry. After graduation Neil is planning a career in Arts Management as well as a return to making music.



### Shijing Zhao Schulich Entrance Bursary

Born and raised in Shanghai, China, Shijing is an enthusiast of video games. After graduating from DongHua University with a bachelor's degree in computer science Shijing worked in the wireless game industry. After 8 years experience in the gaming industry, he found that the ways to operate and market wireless games were very similar to those of more traditional mass entertainment, such as music and movies. The nature of video games "the 9th art" led him to Schulich for his postgraduate business education, believing that the education and experience from Schulich will facilitate his career goals to extend the possibilities of wireless games and their impact on the industry as a whole.

## Arts & Media Internship Award Recipients

*Thank you to our very generous donors for providing our students with the opportunity to pursue internships in the arts and cultural sectors. Congratulations to the scholarship award recipients for 2007.*



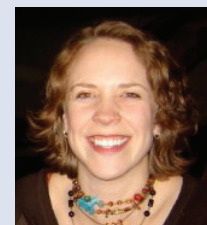
### Claire Gillis, Stuart McAllister & Bickell Internship Awards

Originally from Vancouver, Claire Gillis moved to Toronto in 1998 and graduated in 2002 from the University of Toronto with a BA specializing in Architecture with a minor in Art History. Although she decided not to pursue architecture, Claire remained committed to working in the arts and entertainment sector, which led her to working in the Business Affairs department at EMI Music Canada and ultimately to Schulich to pursue an MBA. For her summer internship Claire was at the Toronto International Film Festival in the Sales and Industry Department.



### Allison Noseworthy, Imasco Internship Award

Born and raised in St. John's Newfoundland, Allison holds a Bachelor of Science with a major in Psychology, as well as a Certificate in Criminology from Memorial University of Newfoundland. Dancing is her passion and she has been performing on stage since the age of three. Allison worked with TADA! Events Production Company in St. John's as a dancer and more recently as a production assistant, and has performed in musicals, fundraising events, local dance shows, and a made for TV movie titled "Bloomsday Cabaret". With an internship position as assistant to the producer at the Stratford Festival of Canada, Allison is a step closer to reaching her career goal of one day becoming a producer in the performing arts industry.



### Meghan Roberts, Imasco Internship Award

Researching the effects of music on the brain contributed to Meghan's desire to explore the effects of creativity on business practice, social engagement and community building. She comes into Schulich after working for three years at Hart House, at the University of Toronto, where her job was to build student leadership through creative engagement. She is a classically trained Baroque soprano and sings with the Tafelmusik Chamber Choir and the Exultate Chamber Singers. For her summer internship Meghan worked as a Development Coordinator at the Luminato Festival of Arts and Creativity.



### Jessica Whitford, Bickell & Imasco Internship Awards

Jessica Whitford's passion for the arts and cultural sector grew from a young age when she first identified as a ballet dancer. After graduating from the University of Calgary with a Bachelor of Arts in Dance, Jessica toured as a performer and participant to festivals in Ottawa, Poland and Finland. In 2005, she moved to Toronto where she immediately engaged in the dance community as dance artist, volunteer and arts administrator.

# A Reality Check for International Study

## PKU-Schulich International MBA Program

By *Xiaoyou (Alex) Wang* ('08)

### My plan

With globalization, the world becomes flat. One of my friends who runs a movie theater in Beijing knows this more than others. In 1994, there were almost no films imported from foreign countries, especially from Hollywood, USA. In contrast, in 2007 there were 20 foreign movies introduced to Chinese audiences, most of them from Hollywood. At same time, Chinese film lost almost all of the market; only a few Chinese films can really collect a return on investment. Without these foreign movies, the box office can earn nothing. This is not the only industry in China that faces competition from international markets and China is not the only country in such a situation. To those who are familiar with the rules, globalization can be a huge opportunity, for others, who have no international background, it can be a disaster. As a business school student, it's necessary to understand what globalization brings us. We can't be good managers unless we've learned how to do business in a globalized world.

### Why Canada

As an immigrant country, Canada has a multi-cultural environment and knows better about internationalization than many other countries. Canadians can find international experience, even in their own neighborhoods. Schulich's MBA Program in Arts and Media Administration seemed perfect for me: it offered a different business environment and a complicated cultural structure. A great learning environment for a business student specializing in cultural management and for an international student. I thought it would be a good idea if I could get overseas study experience and the PKU-Schulich International MBA Program, offered jointly by Schulich and the Guanghua School of Management at Peking University, provides a unique chance to understand globalization and to understand what's happening in the world. The combined Peking University-Schulich International program has been designed as an international one: the first year at Peking University helped me learn how to do business in China; the second year at Schulich helped me learn more about the business rules in a different country and a different culture.

It seems I've made a good decision to study at the Schulich School of Business. However, things didn't always operate as smoothly as I had expected. Yes, everything I've read about this school and this program is true: most of the instructors of this program have worked or are working for the Canadian art and media industry. Their experience helps us understand what's going in the industry in Canada. Instructors cite their experiences as case studies; helping students translate what they have learned from books to reality. The MBA Program in Arts and Media Administration also provides a helpful mentor system, which connects students in this program with a mentor from the arts and/or media industry. The mentor system helps students understand the reality of the industry and to gain helpful suggestions on career planning.

### My struggle

The only thing I didn't expect is the difference in the culture. I was totally lost in the first class when I went to the cultural management course. I understood every word and every sentence, literally, in the class, but I had no idea what it really meant. I'm sure I looked like a total fool in the class and couldn't join the discussion. I began to doubt the decision I made. I read every line of the materials that instructors handed out to the class. I took notes, I read the books. But still, I couldn't participate in the discussion! I wondered whether I should give up and choose something easier? Discussions with Kathleen and Joyce reassured me. As a foreigner, I needed to overcome the barrier of language and the difference in the culture – the challenges of learning in a new environment. From then on, I've tried my best in class and kept asking questions. Questions are a good thing; they can help you understand the progress you are making. I began to understand what's going on in the art and media industry in Canada and in the world.

It's the charming part of this program: there's no formula or certain lines we need to memorize; instead, there are lots of creative ideas and new things that we need to handle them. The instructors keep bringing in something new: a challenge if you stop thinking. But if you keep going, you can get more than you can imagine. In Trina McQueen's class, I learned how the Canadian TV industry works; in Steve Ord's class, I've learned about the legal issues surrounding the creative sector. These experiences can be the guide for my future career in the arts and media industry.

### International, more international

The international educational experience is what I'm seeking at Schulich and I have gotten it in the past year. Local Canadian managers in the arts and media industry also need to deal with the product (content) from foreign countries such as USA and UK. The Canadian Radio, Television and Telecommunications Commission (CRTC) uses regulation to require Canadian TV stations to broadcast a certain quantity of Canadian content in prime time but managers also need to be able to deal with international content. We need to learn how to do arts and media marketing in an international environment, how to deal with the legal issues in other countries, how to cooperate with foreign creators. Since overseas revenues are an important part in total revenues, we need to learn more about the international market.

Internationalization – we can hate it, because it hurts the local culture. However, we need learn how to tame it. Someone told me that a salad bowl is the characteristic of Canadian society. To us international students, the MBA Program in Arts and Media Administration is just like the sauce for this “salad bowl”: we get a chance to understand the Canadian arts and media industry, to hunger for potential opportunities for future career, etc. If we're served with different kinds of sauce, it will be perfect.

## Congratulations to ARTM Student Neil Middleton!

ARTM student Neil Middleton, along with fellow Schulich students, Nkiru Okpareke, Bai-Ren Wong and Sonali Chakraborti on their First Place finish in the Deloitte/Net Impact Sustainability Case Competition.

The competition, organized by the Schulich Case Analysis Club and Net Impact, consisted of 13 teams who were given 54 hours to prepare a powerpoint presentation for the Prime Minister of Canada outlining their Policy Recommendations for Sustainable Development of the Alberta Oil Sands. Finalists presented to five Deloitte sustainability consultants.

# Arts and Media Workshops

## Arts Grant Writing

By *Brian Goldenberg*

The Arts & Media department ran its first ever grant-writing workshop in partnership with the Creative Trust on Saturday, October 13, 2007. The discussions that took place were eye opening, engaging, and left everyone with a better understanding of the granting process in Canada. The day began with Jane Marsland, former General Manager of the Danny Grossman Dance Company. Marsland highlighted four frameworks for approaching grant-writing: clarity in artistic vision; organization format/structure; planning process dis-

connected from grant writing; and artistic process as operating paradigm. Clarity in artistic vision refers to the ability to effectively communicate the artistic vision in a way that is clear and concise, yet still has passion and conviction. An artistic vision that speaks from the heart and clearly explains why it is special and unique will be that much more effective. Organizational format/structure is about clearly identifying the structure that is best suited to how you create your work. The institutional structure of years ago is no longer a viable or necessary option as a lot of money is now marked for project-based funding. It is therefore important to self define the best structure to meet your needs. Also, one should be aware that the goal should be to produce art and not necessarily to establish a new institution. Planning process disconnected from grant writing means that organizations should continuously be strategically planning, not just when the grant application has to be written. This is where a lot of organizations get into trouble because they are not focussing on being sustainable over the long haul. Artistic process as operating paradigm is about creating a unified culture within the organization. A relationship of trust needs to be established between the board and artistic staff. The later part of the morning featured Andrea Vagianos, General Manager of the School of The Toronto Dance Theatre, former Managing Director of Dancemakers and Arts Programme Coordinator at the Laidlaw Foundation. Vagianos provided a comprehensive overview of the granting agencies and structures that are currently in place. Her presentation included a discussion of the three arts councils, most important for Toronto-based arts organizations, other funding agencies, types of grants, eligibility, and evaluation criteria. She also discussed specific tactical approaches to consider while writing grants, such as: how much money to ask for, how to write the grant, editing and reviewing the application, and what steps to take if you are awarded the grant. In the afternoon, Margo Charlton and Soraya Peerbaye from the Toronto Arts Council discussed grant writing from the perspective of the grant officer. They stressed the importance of communicating with the grant officers in advance so that they can help you through the process. They also explained the role of the jury and the grant officer during the selection process. The day concluded with everyone splitting into groups, reading an actual grant application and then having to decide whether or not to award the grant. Following the information gained from the morning session, the role-play was an excellent way to put everything together and see the process in action.

## Rights Management

By *Allison Noseworthy*

Intellectual property in its many forms is a hot topic. On November 17, 2007, Arts and Media students and alumni attended a workshop that looked into some of the issues surrounding the management of intellectual property and its associated rights. Brian Wynn was the moderator/MC for the day, and provided insight into such things as copyrights, trademarks, and patents. His long career in the field enables him to provide a wealth of information, an ability

to make complex concepts comprehensible, and many stories and specific examples. Jonathan Knowles addressed the group on the topic of "The Role of Brands in Business". As the CEO of Type 2 Consulting (in New York) and Structured Intuition (in Toronto), he combines knowledge in areas of both finance and marketing on a daily basis. He did a wonderful job of demonstrating this important combination to the group. Jonathan spoke about the importance of branding for companies, especially those in the consumer non-cyclical industries. The major take-aways from the discussion were that brands allow companies to perennially outperform the markets; but also that brand strength will not contribute as much to a company as it might if the company is already profitable. David Basskin, President and CEO of Canadian Musical Reproduction Rights Agency (CMRRA) Ltd. addressed the group on the topic of "Management of Music Rights". David argues that the music industry is really about money and the exploitation of rights. David discussed the issues involved in the music business with respect to rights management, copyright as a bundle of rights, and infringement on these rights. He also touched on the role of collectives such as Society of Composers, Authors, and Music Publishers of Canada (SOCAN), and the growing number of issues surrounding online rights. Specific examples included the role of stunts vs. long-term success/models such as Radiohead's internet release of its new CD, and Madonna signing with the concert promoter Live Nation. The final speaker of the day was Catherine Douglas who is a registered trademark agent for Rogers Communications Inc. She addressed the group on the topic of "Managing IP Assets (Marks and Domains)". Like Jonathan Knowles, she discussed the combination of finance and marketing. She spoke about the differences between trademarks, which are expensive and require a long process, and website domains, which are cheaper and faster to set up. The day finished with an intensive Q&A which sparked several great conversations and debates.

## Development

By *Meghan Roberts*

On February 23, Arts and Media students, past Schulich alumni and interested arts and non-profit managers had the great pleasure of attending the second installment of Heather Clark's workshops on development. As Director of Marketing and Development at the Corporation of Massey Hall and Roy Thomson Hall, Heather brings with her a wealth of knowledge and experience. This specific workshop focused on Major Gift

Fundraising. Having led the capital campaign for Roy Thomson Hall's renovation, and as she is about to embark on a new capital campaign to renovate Massey Hall, Heather had much advice to pass on with regard to major gift fundraising strategies and the donor solicitation process.

Likening philanthropy to a dance between the organization and the prospect, Heather emphasized the importance of making the right moves: communicating an inspiring vision of your project or organization to motivate prospects; spending adequate time in the cultivation stage; identifying the linkages between the prospect and your organization; and researching both the prospect's ability to give and interest in giving. All of these moves, Heather noted, should happen before a request for funds is even made. Once a donation has been received the focus should move to stewardship with the hopes of retaining the donor and possibly moving them to a higher level of contribution in the future. To provide the participants with a broader perspective on major gifts fundraising, the workshop concluded with a panel of special guests – all notable fundraisers in the cultural community – including Tenny Nigoghossian, Executive Director of Advancement at the Canadian Stage Company (formerly Director of Major Gifts for the Opera House capital campaign), Peter Wambera, Major Gift Officer at the Gardiner Museum and Jody Townshend, Director of Major Gifts at the Royal Ontario Museum. The panelists responded to many questions that came up in the first half of the workshop, and shared the challenges and successes that they have had with major gift fundraising. The combination of Heather's lecture and the panelists' experiences provided a well-rounded and valuable afternoon of learning for students and arts managers alike.

## Film Grant Writing

By *Alex Wang*

An audience comprised of alumni, MBA students and graduate film students ventured out during one of Toronto's worst snowstorms in decades to be treated to the fourth and final workshop of the 2007-08 academic calendar: an in-depth look at grant writing for film. Arts and Media alumnus Len Pendergast shared with the group his knowledge gained as a film producer as well as a film funder (currently Producer, fullstop.film, Vice President, Global Incentives Inc. and former head of tax credits for the Ontario Media Development Corporation). The workshop helped participants understand the processes that are necessary in film making and how vital a part of the process grant writing and the receiving of grants are. From ensuring ownership of copyright to pitching, participants were taken through the steps necessary to secure development funding and then through to production funding. Len also invited Paul Vella from Telefilm and Producer/Content developer Lesley Grant to share their experience. Paul proved very informative about the changing face of Telefilm and their current mandate. He also put a personal, and friendly, face on the funding agency. Lesley shared her wisdom on the importance of pitch and the best approaches to take when pitching a project not only to funders but to potential purchasers. In the end, workshop attendees were overheard expressing that the workshop was more than they expected. Well worth the snowy trek.

# Life After York

By Claire Gillis

On December 5, 2007, the Arts & Media program hosted its annual Life After York event. The evening was an opportunity for current ARTM students to learn about the career paths and experiences of five alumni. This year's participants included: Tom Alexander, Director Theatrical Releasing at Mongrel Media; Keith Clarkson, Production Executive at Xenophile Media Inc.; Michael Murray, Popular and World Music Officer at the Ontario Arts Council; Ruth Schreier, Manager Regulatory Projects: Video Distribution at Rogers Communications Inc.; and Colleen Smith, Managing Director of Factory Theatre.

During the panel discussion, the alumni shared stories about their experience working in the arts & media sector and discussed how their education at Schulich has helped them in their careers. Their insights and advice provided valuable lessons for current students. The alumni all had diverse and interesting career trajectories; while some had followed fairly linear career paths, others explained that their careers had taken unexpected, but positive, turns. Many of the alumni credited the flexibility of the MBA program with enabling them to take advantage of opportunities; two of the panelists had entered the MBA as full-time students, but switched to part-time studies when they were offered full-time positions.

Despite the diverse experiences and careers of all the panelists, there were many common threads in their advice to students. The panelists stressed the need for students to combine their unique experience and education to carve out a niche for themselves in the arts & media sector. They highlighted the value of networking and continuously updating skills and knowledge. They also underlined the importance of taking on challenges and following opportunities, as these can lead your career in exciting and unexpected directions.

The ARTM students were inspired and energized by the experiences of the panelists. Allison Noseworthy, a second year ARTM student, commented: "It was great to be able to meet people who have completed the Schulich MBA with a specialization in Arts and Media and see where they are now with their careers. It's good to see that there are many job opportunities available in my area of interest for people with my skill set." The discussions highlighted the range of career options available to ARTM graduates and the power the MBA provides in opening the door to interesting and diverse career opportunities.

Thank you to all the participants for contributing to this enriching and valuable evening!

## Arts and Media Club

By Megan McGuire

The Arts and Media Club had a full year of activities in the 2007-08 academic year. Our fall excursions included a visit to the Art Gallery of Ontario before it closed for the Frank Gehry renovation, a trip to the Stratford and a "casual concert" at the Toronto Symphony Orchestra.

At 11:30 am on Friday October 26, 2007 close to 50 members of the Arts and Media Club boarded a bus for a trip to Stratford for a day full of insight and entertainment. The events began with a presentation by Rachel Hilton, Director of Marketing, on the challenges and procedures involved in marketing a festival like the Stratford Festival of Canada with an in-depth question and answer period. Peter Roberts, Producer, discussed the role of a producer and answered the group's numerous questions. After a break for dinner, we re-assembled in two groups to attend great performances of "The Comedy of Errors", at the Avon Theatre, and "Oklahoma!" at the Festival Theatre. Twelve hours after we left, the group boarded the bus for Toronto.

The new year began with a great evening at Factory Theatre's productions of two plays by Hannah Moscovitch, *Essay* and *The Russian Play*. A week later we braved a snowstorm and to meet at the stage entrance of the Toronto Centre for the Arts. Paul Shaw, Artistic Producer at Dancap, took us a tour of the backstage, stage, and front of the house of the Centre. The tour was followed by a panel discussion with Paul Shaw, Aubrey Dan, President of Dancap, and Iris Nemani, Director of Operations at Dancap. The discussion was filled with stories of dreams and aspirations, the creation of Dancap and the company that it is today, as well as where it plans to go in the future.

After a break for dinner, we re-convened at the Elgin Theatre for a terrific performance of "The 25th Annual Putnam County Spelling Bee" which was being presented by Dancap.

## Media Entertainment Conference 2008

By Megan McGuire

The annual one day MBA Media and Entertainment Conference is organized by five of the top U.S. business schools: Columbia, Duke, Stern, Sloan and Wharton. This year's MEC was held at the NYU's Stern School of Business. For the third year Schulich students traveled to New York during their reading week – once again, the only Canadian group to participate.

The day started with a networking breakfast, followed by the opening keynote speaker David Clark from Joost who spoke about the challenges of starting the free online television service. Two panel discussions followed the morning keynote covering a variety of topics which included everything from video games, banking and sports to publishing, diversity and marketing.

Lunch, overlooking Washington Square, allowed the seven Schulich students, with others, the opportunity to review what had been learned in the morning sessions.

The afternoon keynote speaker, Scott Galloway, CEO of Firebrand Partners and a lecturer at Stern, spoke about anticipated changes in the online market. The afternoon panel covered film, TV news, business development and new media content. The conference wrapped up with a cocktail reception which was a great place to network and review the day with everyone.

The conference once again provided a unique view on the entertainment and media landscapes – a view of the US industry, and of how MBAs can be an influential part of the mix.

It was a great day and yet another dimension of our Schulich Arts & Media experience.



2008 MBA Media and Entertainment Conference

Front, left to right: Megan McGuire, Craig Gibson,  
Allison Noseworthy, Claire Gillis

Back, left to right: Alex Wang, Sandarac Lee, Meghan Roberts

Visit the Arts and Media Website for news and upcoming events: [artm.schulich.yorku.ca](http://artm.schulich.yorku.ca)

# 2007 Arts & Media Graduates

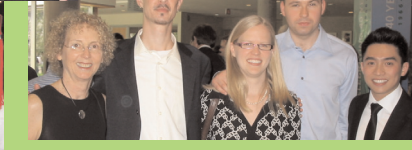
**The faculty, staff and students of the Arts and Media Administration Program would like to congratulate our 2007 graduates:**

## Associates

Richard Bloom  
Roma Ebrihim  
Joanna Greenberg  
Stephanie Marshall  
Chris Murphy

## Graduate Diploma

Brenda Grunau  
Angela Nelson  
Josiah Rothenberg



## Specialization

Martha Hancock  
Kevin Lee  
Ester Maier  
Tannie Ng Yin Kin  
Renee Stephen (MBA/MA)

**Congratulations to our alumni and their spouses who have recently welcomed children!**

Richard Bloom  
Michelle Domet (*nee Perritt*)  
Jonathan Gould  
Joseph LaLonde  
Rebecca Langstaff  
Baron Manett  
Simon Parker  
Shelley St. George



## “Who’s Where?” Alumni News

Brenda Grunau 2007  
Station Manager  
CiTR Radio, UBC

Michael Murray 2007  
Popular & World Music Officer  
Ontario Arts Council

Angela Nelson 2007  
Coordinator, Corporate Sponsorships  
Luminato Festival

Tannie Ng Ying Kin 2007  
Acting Associate Director  
Ontario Arts Foundation

Renee Stephen 2007  
Project Manager  
Canadian Tourism Human Resources  
Council, Ottawa

Josh Cogan 2006  
Sr. Communications Advisor  
Ministry of Aboriginal Affairs, Ontario

Tamar Huberman 2006  
Account Director  
Arts and Communications

Nina Knezevic 2006  
Assistant Brand Manager  
Maxxium

Jeremy Prober 2005  
Business Analyst  
Television, English Market  
Telefilm

Magdalena Ziarko 2005  
Development Manager  
Royal Opera House, London

Elan Baron 2004  
Founder  
Baron Media

Laurie Biderman 2004  
National Officer – Initiatives and Programs  
Delivery  
Industry Development Operations  
Telefilm Canada

Rebecca DiPasquale 2002  
Development Officer, Scripted  
Programming  
Independent Production  
CityTV

Ruth Schreier 2002  
Manager, Regulatory Projects, Video  
Distribution  
Rogers Communications

Frank Cippola 2001  
Consultant  
Investors Group

Sarah Durno (Simpson) 2000  
Senior Arts Policy and Program Advisor &  
Professional Theatre Officer  
BC Arts Council

Christine Offer 2000  
Programming and Communications  
Assistant Coordinator  
Chan Centre, UBC

Jason van Eyk 2000  
Director,  
Arts Zone, University of Toronto

Rebecca Gimmi 2000  
Operations Manager  
Images Festival

Tatiana Kolnitchanski 2001  
Channel Manager,  
MSN Femmes, Paris

Rebecca Langstaff 2000  
Senior Policy Advisor  
Ministry of Culture, Policy Branch  
Government of Ontario

Rob Bolton 1999  
Digital Marketing Manager  
Warner Music

Elizabeth Day 1999  
Manager, Academic Office  
RCM Examinations

Quammie Williams 1998  
Director of Cultural Services  
City of Barrie

Du-Yi Leu 1997  
Director, Regulatory, Government &  
Stakeholders Relations  
S-Vox

Jessica Kamphorst 1996  
Executive Director  
Development & Alumni Relations  
President, OCAD Foundation  
Ontario College of Art and Design

Baron Manett 1995  
Senior Vice President  
Ariad Custom Communications

Debra Bennett 1990  
Vice President, Business Development  
Arts & Communications

Francisco Alvarez 1989  
Managing Director  
Institute for Contemporary Culture  
Royal Ontario Museum

Kim Gaynor 1989  
Managing Director  
Verier Festival, Switzerland

Margaret Eaton 1987  
President  
ABC Canada Literary Foundation

Debra Lary 1986  
Acting Senior Policy Advisor  
Ministry of Culture, Policy Branch  
Government of Ontario