



Schulich

School of Business
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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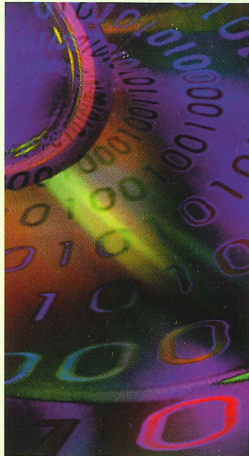
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Submission from the Digital Frontier

Working in the arts, one thing is certain: communicating your message is essential for survival. No matter what you are offering, chances are you want the public to know about it, and with out effective promotion, how will they know?

Traditionally, this has meant developing an advertising and marketing strategy to deliver your message, which eventually winds up in some form of media: print, radio or television. The rapid rise of the Internet has shaken up this entire system. Depending on what you want to promote, you are now able to reach your potential audience 'online' with the right tools. Through a website, you can do more than just relay information – you can broaden the image of the organization itself, regardless of the nature of the industry.

My internship during the Arts and Media program involved launching an online program for *Shift* magazine. This magazine took the Internet very seriously. Its website was more than just a place to find article excerpts; it was a forum for content that went well beyond the capabilities of paper and ink and was an integral part of the magazine's overall strategy.

After graduation, I found myself involved in the industry I had always wanted to be in: music. The music business has been the most notorious example of how the Internet has changed the landscape. Piracy, as a result of Internet services like Napster and MP3, has forced the industry to come to terms with the nature of the 'web'. However, not all online activities lead to piracy. "Webcasting", as it has become known, has proven to be one of the best methods of reaching audiences – simultaneously anywhere in the world, legally and for relatively little cost.

Webcasting involves transmitting media – primarily some combination of music, words and images – across the Internet through "streaming" software such as RealPlayer or Windows Media Player, which are now standard features on almost every computer. In a recent survey, over three quarters of all Internet users had watched some form of streaming media on the web.

For the music business, this has meant that artists' performances, which may attract a few hundred people in a venue, can now attract hundreds, often thousands, more online. I have been involved in Webcasting since the beginning and have watched it evolve into a full-fledged broadcasting industry – on par in many ways with the reach of radio and television. Although initially skeptical as to the effectiveness of web promotions such as Webcasts of concerts, the music industry has now embraced such activities, recognizing the promotional value they can offer.

As part of my job, I am in constant communication with record labels to organize Webcasts, and I often find myself working with Schulich Arts and Media graduate, Beth Waldman, who oversees Media and Artist Relations at Universal and previously did so for EMI. Beth works with me to help arrange Webcast events with artists, and ultimately develops a publicity plan to inform the media.

With Webcasting, music promotional events can reach an unprecedented number of people. Anyone with access to the Internet can watch a concert or interview, or even be interactive live with their favorite bands or artists, thanks to this revolutionary new technology. As the infrastructure of the Internet itself gets upgraded and technologies converge in the coming years, we will see a vastly different landscape for the delivery of arts entertainment to people around the world. I admit that I am thrilled to be a part of such a dynamic and exciting industry.

Contributed by Rob Bolton (MBA 1998), Director of Music for Virtuecast.com, a Toronto-based Internet broadcaster.

Arts & Media Graduates

The faculty, staff and students of the Arts and Media Administration Program are proud to celebrate the achievements of recent graduates:

June 2000 Convocation

Ann Atkey	Vivian Garofalo	Samantha Ng Sang
Rob Bishop	Caroline Gillet	Christine Offer
Clare Cockell	Jeff Hecker	Fang Sheng
Mitchell Flynn	Ryan Kruger	Sarah Simpson
Lisa Freeman	Rebecca Langstaff	Jason Van Eyk
Steve Foster	Emilie Morcillo	Timea Wharton

November 2000 Convocation

Heather Boyce
Rebecca Gimmi**

** Rebecca Gimmi is the first graduate of the combined MBA/MFA (MA) program



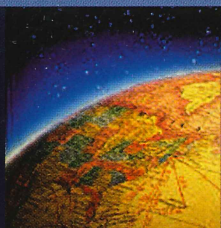
Top: Timea Wharton, Christine Offer, Brenda Gainer, Jeff Hecker, Fang Sheng, Joyce Zemans
Bottom Left: Vivian Garofalo, Jason Van Eyk, Clare Cockell
Bottom Right: Caroline Gillet, Rebecca Langstaff

MBA Gold Medal Recipient



The Arts and Media program is honoured to call the MBA Gold Medal recipient for the class of 2000 one of our own. As the graduating student with the highest grade point average, Arts and Media student Rebecca Langstaff was presented with the award by the Graduate Business Council, at the June 2000 convocation.

Rebecca says studying at Schulich has been one of the best learning experiences of her life. "I have grown a lot over the course of this degree," she says, "especially in my understanding of group performance and teamwork." The 601 provided her with a true appreciation of the benefits of teamwork, as her team's report was awarded the For-Profit Strategy Field Study Prize. Rebecca combines her MBA with an undergraduate degree in visual arts, and is interested in working in museum or gallery management.



"Who's Where?" Alumni News

1985 - Steve Ord, Executive Vice President, Television Production, Alliance Atlantis Communications Inc.

1987 - Terry Nicholson, Manager, Cultural Affairs, City of Toronto

1988 - Elaine Baxter-Trahair, Executive Director & CEO, Arts Toronto

1993 - Clarke MacIntosh, Marketing Director, Royal Conservatory of Music Examinations Division and Vice President, Frederick Harris Music Company

1993 - Laura Michaelchyshyn, Vice President, Programming, Showcase Television

1993 - Lori Rosenberg, Director, Programming, CHTV, Hamilton

1994 - Jane Ricciardelli, Co-founder and Chief Operating Officer, Medium One Productions Inc.

1996 - Jessica Kamphorst, Event Sponsorship Manager, Toronto International Film Festival Group

1996 - Beth Waldman, Head, National Artist & Media Relations Department, Interscope/MCA Division, Universal Music Canada

1997 - Du-Yi Leu, Development Coordinator, Toronto International Film Festival Group

1997 - Janice O'Brian, General Manager, Kaleidoscope Theatre Productions, Victoria, British Columbia

1998 - David Hunt, Engagement Manager, Media & Entertainment Practice, marchFIRST

1998 - Stacey Sinclair, Account Manager, Clairon Direct, a direct marketing agency in Toronto

1998 - John Stanwyck, Event Sponsorship Coordinator, Toronto International Film Festival Group

1998 - Daisy Thomas, Financial Administrator and Human Resources Coordinator, LORD Cultural Resources

2000 - Steven Foster, Corporate Development Assistant, Canadian Stage Company

2000 - Lisa Freeman, Business Development Associate, Harbourfront Centre

2000 - Caroline Gillet, Finance Reporting Systems Support, BMG Music Canada

2000 - Jason Van Eyk, Marketing Coordinator, Canadian Stage Company

2000 - Christine Offer, Production Coordinator, Toronto Mendelssohn Choir and Toronto Mendelssohn Youth Choir

2000 - Clare Cockell, Business Analyst, TV Production, Alliance Atlantis Communications Inc.

Life after YORK

Each year, students in the Arts & Media Program are invited to attend **Life After York**, a panel discussion at which alumni discuss their career paths and offer advice based on their own experience.

Career Routes

Tricia Baldwin 1986, Managing Director of *Tafelmusik* and a member of the Arts & Media Advisory Board, started her arts administration career with an internship at the *National Ballet of Canada*. Following graduation, Tricia worked with the *National Ballet*, the *Kingston Symphony*, and *Ballet British Columbia*. She was thrilled to make the move to *Tafelmusik*, following in the footsteps of part-time Arts & Media instructor Ottilie Lockey, who retired last year.

Jennifer Kaye 1989, Executive Director of the *Textile Museum of Canada*, was able to turn her internship at *Harbourfront Centre* into a part-time job while she finished her degree. After obtaining her MBA and her MA in art history, she worked at the *Art Gallery of Hamilton* and later, as the Director of the *Glenhurst Gallery* in Brantford. She took up her position at the *Textile Museum of Canada* in October 2000.

Keith Durrant 1994, began exploring the interface between culture and technology at *CulTech*, a former research center at York. At *CulTech*, he met the owner of the new media company *Digital Renaissance*. After working with *Digital Renaissance* for six years, Keith left to found *ecentricarts*, a web development company which focuses on the arts and cultural industries.

Baron Manett 1995, Director of *24 Productions*, began his career in Canadian not-for-profit theatre and the recording industry. During his MBA, Baron interned with an independent record company. All of these experiences helped him develop the skills required to found *24 Productions*, a marketing, public relations and special events company servicing both the arts and non-arts sectors.

Kelly McIntosh 1997, Advertising Manager at *Mirvish Productions*, spent a year and a half as a Programming Assistant at the *Hummingbird Centre* before returning to work full time at her MBA internship site, *Mirvish Productions*.



According to members of the Fall 2000 Life after York Arts & Media Graduates' Panel, developing a satisfying career in arts or media requires strategic thinking and a desire to learn.

Courses & Internships

All the graduates on the panel agreed that internships offer extremely valuable opportunities. While some graduates' internship experiences weren't what they expected, they were all able to find ways to learn from the experience.

The 601 was cited as one of the best learning opportunities in the program. The course teaches participants how to work in teams, a key aspect of any job in any industry.

The panelists all felt the Arts and Media courses were highly relevant and offered students a chance to network with people in the industry.

Advice for the Future

Arts & Media Advantage

Panelists noted that the MBA, the 601 experience, and the Arts and Media specialization, provided them with a number of advantages in building their careers:

- A sense of the big picture, and an ability to think strategically;
- Well-honed problem-solving skills;
- An ability to leverage the advantages of working with teams;
- A network of contacts in the arts and media industries;
- Time management skills;
- Advanced skills in finance and accounting.

- Discuss expectations with your internship supervisor, so that the experience is meaningful;
- Talk to as many people as you can;
- Read about your industry so you have an understanding of the environment;
- Value the time people give you – send a thank-you note;
- Find a mentor;
- Do volunteer work to keep involved in your industry;
- Be strategic about your career;
- Understand your values and what is important to you;
- Don't just go to school or go to work – live your life!

The End of an Era...



The Arts and Media Administration Program said a fond farewell this year to Joseph Green, a presence in Schulich's Arts and Media MBA since its formation.

In 1968, Green was part of a task force that toured North America to meet and interview arts managers in an attempt to understand the skills and knowledge needed to be a good practitioner in the field. The task force also visited UCLA, which at the time was setting up its own arts management program.

Emulating the UCLA model, Green and the task force put together a program proposal that would provide students with the core skills needed to make effective management decisions and the industry-specific knowledge necessary to apply those skills in arts and cultural organizations.

Green was initially a little skeptical about the program: "I felt it was too quantitative for students coming out of fine arts or media programs." However, he quickly changed his mind when he discovered the true value of this specialized MBA stream. "It gives those interested in the arts or the cultural industries the chance to gain the vocabulary and knowledge they need in business, to work in the field, and to make industry contacts through projects like the 601 strategy study and guest lecturers. It also provides students with the opportunity to build awareness and skills in core business areas, to which they may not have been previously exposed."

Dean of York's Faculty of Fine Arts from 1973 to 1980, and founding Chair of York's Department of Theatre, Joseph Green became Director of the Arts Administration Program in 1981. Building on his work in the Faculty of Fine Arts, Green devoted his talents to strengthening Canada's management capacity in the arts and cultural sector. The result of his work can be seen in the strength of Schulich's Arts and Media program today.

Shortly after taking on the position of Director, Green decided to undertake some cultural business ventures himself. "I thought it was time to see what the commercial world was like. I saw a lot of my colleagues from the business school working in commerce, and thought this would be a good way to get some 'outside of the academy' street experience." In 1983 he founded Gemstone Productions Limited, where he served as Executive Producer for Jake and the Kid, a 26-episode family series produced with Nelvana Films for the Global Television Network. Green is now an independent producer of theatre and film, and is President of Fundamentally Film Inc.

Asked to comment on Schulich's Arts and Media MBA, Green stated that he believes "the program has made a major contribution to the cultural life of Canada."

We would like to express our sincere thanks to Joseph Green for his invaluable contribution to our program, and we wish him well in all his future endeavours.

This article is based on an interview with Joe Green by Wendy Lampert.

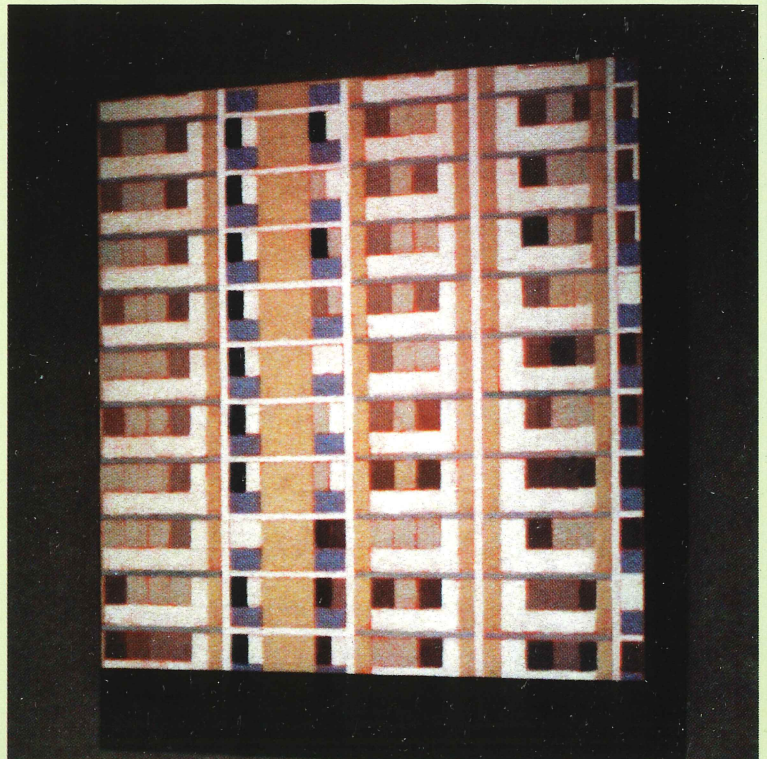
Ottie Lockey departs from Tafelmusik



After 19 years as Director of Tafelmusik, Ottie Lockey, Course Director of the Program's second year seminar Management of Artistic Resources, and a former advisor to the MBA Program in Arts and Media, has left the orchestra to set up her own consulting business and to "explore a broader spectrum of the arts and the strategic issues facing them."

Ottie brings to her new clients a stellar reputation in the field of arts management. In a 1999 *International Journal of Arts Management* article, "Achieving Stability and Success in Crowded Markets, The Case of Tafelmusik", Brenda Gainer examined this unique organization (Vol. 2, No. 2, Fall 1999, 77-87). Studying the orchestra's success (with 50 concerts a year in Toronto and 50 abroad and over 50 recordings which have won awards around the world), she pointed not only to Tafelmusik's superb musical achievements but also to the management structures and practices that have sustained this artistic success. For these, she credited Lockey and the management "best practices" which have led to the orchestra's sustained success as one of the most successful baroque orchestras in the world.

We wish Ottie great success in her new career.



The 6th annual **ARTBOX**, a collaborative project between York's MFA and MBA programs, is currently on view at Schulich's Nadal Management Centre. Seen here is **module 9041** by **Jinny M.J. Yu**, a student in the combined MBA/MFA program.

Arts & Media Internship Scholarship Recipients

Each year, the MBA Program in Arts & Media Administration offers a number of internship scholarships to outstanding students. Congratulations to the scholarship recipients for Summer 2000.

For further information on these awards, please see the Office of Student Affairs.

Francesco Cipolla

Imasco Internship Award



Before entering Schulich's Arts & Media Program, Francesco completed his Bachelor of Science in environmental chemistry at Queen's University and spent a year playing drums for his band.

Francesco interned at the *National Arts Centre* in Ottawa as a special projects consultant. His responsibilities included redesigning the Centre's volunteer program and developing a recruitment strategy for the human resources department. Francesco hopes to be involved in entertainment consulting following graduation from Schulich.

Jeff Dutrizac

Imasco Internship Award
George Gardiner Award



Jeff completed a Bachelor of Arts in history at Queen's University, taught English in Japan and traveled in the Far East for a year before entering Schulich's Arts & Media program.

Jeff interned at *ecentricarts inc.*, a new media company which provides online strategies for companies in the cultural and educational sector. His responsibilities included business development, research and content creation. The work involved writing business plans, generating new ideas and developing client contacts.

Jeff Rutherford

Imasco Internship Award



Prior to pursuing his MBA, Jeff completed his Bachelor of Science in neuroscience at Queen's University and worked for almost three years as an insurance claims adjuster for an independent claims adjusting firm in Toronto.

Jeff interned at *Lions Gate Films*, a feature film production and distribution company. He worked in the home video department as a project manager for the development of an e-commerce function on the Internet. This involved updating the company's old sites and developing new web sites for Lions Gate's subsidiaries.

Michelle Perritt

Bickel Internship Award



Michelle completed her Bachelor of Commerce at McMaster University and gained experience in the cultural sector as executive assistant to the President of BMG Music Canada, before entering Schulich's Arts & Media Program.

Michelle's Bickel Internship was at *Theatre Gargantua*, a small not-for-profit theatre company which produces interdisciplinary theatrical creations. Involved in administration, she was also responsible for designing marketing materials, writing articles and designing the layout for the newsletter, as well as researching touring and marketing opportunities in the German and U.S. markets.

Michelle also interned, on a volunteer basis, with the Director of Marketing at *Corus Entertainment Inc.* and at *Edge 102*, a Toronto alternative music radio station, where she did research and artist relations for the "Live In Toronto" music program.

Michelle has accepted a position with Virtue Broadcasting Inc., which will become full-time when she graduates.

Jason Van Eyk

Imasco Internship Award
Onex Award



Before entering Schulich, Jason Van Eyk completed a Bachelors of Music (Performance) at the University of Ottawa, and a Masters of Music (Performance and Literature) at the Eastman School of Music, University of Rochester.

Jason interned in the marketing department of the *Canadian Stage Company*, Canada's largest producing company for contemporary theatre. He is now with Canadian Stage Company full-time as its marketing coordinator, where he oversees all print advertising campaigns, schedules, distributes and tracks all marketing materials, deals with single ticket budgeting, accounting and marketing plans, and writes copy for direct mail materials.

ARTM Advisory Board

Martha Henry, Wendy Reid, and Ottie Lockey retired from the Arts and Media Advisory Board this past year. We would like to express our sincere thanks to them for generously contributing their time, skills and insights to our program.

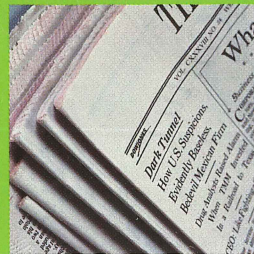
We are pleased to announce the following additions to the Board:

Tricia Baldwin (MBA, Arts and Media, 1986) has returned to Toronto as Managing Director of Talfelmusik Baroque Orchestra and Chamber Choir. A musician by training, Tricia has a Bachelor of Music from the University of Toronto. In 1982 she was a member of Canada's National Youth Orchestra. She has also served as Executive Director of Ballet British Columbia.

Mallory Gilbert has been General Manager of the Tarragon Theatre, a Canadian leader in the development, creation and encouragement of contemporary drama, since 1978. The 1998 winner of the M. Joan Chalmers National Award for Arts Administration, she served as President of the Professional Association of Canadian Theatres from 1989 to 1993 and as a member of the University of Toronto Arts Administration Program Advisory Board from 1982 to 1985. Mallory has been involved in juries, panels and advisory boards for the Canada Council, the Ontario Arts Council, Metropolitan Toronto Cultural Affairs, the Toronto Arts Council and Theatre Ontario throughout her professional career.

Laura Michalchyshyn (MBA, Arts and Media, 1993), Vice-President, Programming at Showcase Television, recently received the Women in Film and Television's Crystal Award for Excellence in Mentorship and Professional Development. She sits on the board of the National Screen Institute, and is an on-going juror with the Ontario Media Development Corporation's "Calling Card" short film program. Laura has also worked for organizations such as The Winnipeg Film Group, The National Film Board of Canada's John Spotten Theatre, Libra Films and Why Not Productions. She coordinated the first ever re*VISIONS Film and Video Festival in Winnipeg, and produced the award-winning one hour documentary Guy Maddin: Waiting For Twilight.

We would also like to thank the continuing Board members for their ongoing support: **Louise Dennys**, Vice President & Publisher, Alfred A. Knopf Canada; **Niv Fichman**, Producer/Director, Rhombus Media Inc.; **Keith Kelly**, Director of Planning & Research, Canada Council for the Arts; **David Mirvish**, Mirvish Productions; **Andrew Shaw**, President & CEO, Fredrick Harris Music Company; **Nalini Stewart**, Board of Directors, York University; and **Matthew Teitelbaum**, Director, Art Gallery of Ontario.



BREAKING NEWS

HMV Arts & Media Scholarship

We are excited to report that Schulich's Office of Alumni Relations and Development has finalized plans for a new Arts and Media Scholarship. Paul Alofs, former President of HMV Canada and a Schulich graduate (MBA 1983), has spearheaded the scholarship to be endowed in the name of HMV International's late President, Stuart McAlister. EMI and Universal have both released CD compilations, the proceeds of which will augment the established endowment.

The annual award will be presented to an Arts and Media student who has completed the first year of study and plans to pursue a career in the music or recording industry. The student must demonstrate academic excellence and financial need.

The scholarship will be accompanied by a four month paid internship at HMV, EMI or Universal Recording Studios.

The first award will be made in September 2002.

Arts & Media Alumni Dinner

Tuesday, May 8th
Grano Caffe Forno
2035 Yonge Street
Toronto, ON

RSVP Kathleen Welsby (416) 736-5217

In Memorium

Geoff Butler, a graduate of York's MBA program in Arts Administration (1977), has passed away at the age of 54. Geoff began his successful career in arts management as the first Manager of Seneca College's Minkler Auditorium (1970-74). In 1975 he was appointed General Manager of the University of Waterloo's Humanities Theatre and Theatre of the Arts. A week before graduating from the York MBA in 1977, Butler became the first Manager of Kitchener's Arts in the Square. He managed the 1900 seat performing arts facility through its first two years. In 1983 he was appointed General Manager of Toronto's historic Massey Hall-Roy Thomson Hall, a post he held until 1990.

Bill Poole, director of the Cultural Management program at the University of Waterloo and a classmate of Geoff's at York, recalls: "I was in awe of him from the beginning. I was doing my master's full time and thought I had my hands full, but he was doing his master's while holding down a job full time. He was a real gentleman. He rose to the top of his profession by being warm, kind and thoughtful in every respect."

In 1993, the University of Waterloo's undergraduate program in Cultural Management established the Geoffrey F. Butler Award in recognition of Geoff's contribution to the field of cultural management in Canada. Anyone interested in making a donation to this fund should contact the Centre for Cultural Management at 519-888-4567 ext. 5058.