



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

Contributors to this Issue

Richard Bloom

Rob Bolton

Brenda Grunau

Angela Nelson

Anthony Pangalos

Josiah Rothenberg

Graphic Design

Rebecca Langstaff

Advisory Board

Tricia Baldwin

Managing Director,
Tafelmusik Baroque Orchestra and
Chamber Choir

John Brotman

Executive Director,
Ontario Arts Council

Louise Dennys

Vice President & Publisher,
Alfred A. Knopf Canada

Niv Fichman

Producer/Director,
Rhombus Media Inc.

Julia Foster

Board of Directors,
York University

Mallory Gilbert

General Manager,
Tarragon Theatre

Laura Michalchyshyn

EVP, Programming and Marketing
Sundance Channel

Alexandra Montgomery

Executive Director
Gardiner Museum of Ceramic Art

David Mirvish

Mirvish Productions

Andrew Shaw

President and CEO
Toronto Symphony Orchestra

Director

Joyce Zemans, C.M.

Program Coordinator

Kathleen Welsby

(416) 736-5217

Schulich School of Business,
Rm. N319, York University
4700 Keele Street
Toronto, Ontario
M3J 1P3

www.artm.schulich.yorku.ca



Tune out: the changing face of radio

By Rob Bolton

You don't have to be an industry insider to realise that major changes are underway in the world of radio broadcasting. As little as 5 years ago, the status quo that existed for decades was still firmly in place - radio stations were the beacons of audio entertainment, and pretty much your only choice when it came to hearing music outside of your own collection. Sure, the internet had come along and revolutionized the way people were sharing and communicating about music, but Internet-only radio stations were still a fringe element, reserved for the geeks. Consultants have been predicting the "end of radio" for ages to no avail, "digital radio" turned out to be little more than an add-on, and the whole Internet thing seemed like a minor distraction. Besides, the most listened-to online streams were actually repeats of on-air terrestrial stations. So why worry? But things have changed.

Three major shifts have occurred, bringing the role of traditional radio broadcasting into serious question. First, the Internet didn't exactly go away. Today, Canada is one of the most 'wired' nations on earth, and most people have access to not only the web but, thanks to the fierce competition between Rogers and Bell, at broadband speeds. And with Wi-Fi and Wi-Max (broadband Internet in large open areas like entire cities) just around the corner, getting access to the Internet won't even be a consideration - it will be the norm, like electricity and water. On the Internet it's a music fan's dream: literally thousands of Internet stations that stream in good sound quality (many better than FM), that cater to every music taste imaginable, no matter how obscure - and all without commercials, repetitive playlists or annoying DJs.

Secondly, a little company called Apple has changed the way we enjoy music. The iPod has become ubiquitous - no longer reserved for the geeks and early adopters - seemingly everyone has one or something like it (or will soon). This little device has had a profound impact. It gave people the power of choice. You weren't limited to just one CD or tape, or the 10 songs your local radio station seemed to keep playing - you could literally take your whole collection with you. People now realise that radio is no longer necessary. With easy file-sharing amongst friends (or strangers), you can hear almost anything, and then take it on the go.

Thirdly, Canada has recently been the battleground for the latest alternative to radio: Satellite. Both XM and Sirius have undertaken aggressive campaigns to attract subscribers willing to pay a monthly fee to hear music that regular radio just doesn't seem to provide. Satellite's advantage comes from its portability - you can put it in your car and go anywhere in North America without missing your favourite tunes (or sports games or talk shows) - all in perfect digital sound quality.

So what does all this mean? It means radio needs to take a good look at what it does, and has to do this quickly. People are growing fed up with the repetitive playlist. Alternatives are easy to find, and offer near-limitless choice. Internet radio stands to grow the most, as access to the 'net becomes easier and more widespread. When the day comes that you can get wireless access anywhere in the country, and the wireless iPods can tune in to Internet radio (which is already in testing), then the music world is your oyster, and the letters "AM" or "FM" could become historical footnotes.

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The MBA Media and Entertainment Conference at NYU

By Josiah Rothenberg

On February 10, five Arts and Media students attended the annual MBA Media and Entertainment Conference at Stern School of Business, in New York. We had a unique opportunity to network with top MBA students in our field of interest, from some of the most esteemed institutions in the United States, including Harvard, Columbia, Stern and Wharton.

At the conference, we heard various leaders of media and entertainment companies discuss their respective industries. We heard three keynote speakers and participated in three panel discussions. The keynote speakers were: Richard Harrington, President and CEO, Thomson Corporation; James Schamus, Co-president, Focus Features and producer of *Brokeback Mountain*; and Robert Bakish, Executive VP, Operations, Viacom. The highlight was Mr. Schamus, whose charisma, humour and intelligence had the audience captivated; his talk covered a range of topics, including independent film, digital content and the future of the film industry.

Between the keynote speeches were a number of panel discussions, covering three broad themes: Industry Focus, Trends in Media and Career Focus. The three panel discussions that I participated in were; New Media and Marketing in the 21st Century, Business Development in EMT Industries and Independent Film Production within Studio Environments.

The MBA Media and Entertainment Conference provided a tremendous and unparalleled opportunity to network with our peers and to hear industry leaders speak.



2006 MBA Media and Entertainment Conference
Left to Right:
Brenda Grunau, Angela Nelson,
Josiah Rothenberg, Esther Maier,
Jodi Brown

Life after YORK by Brenda Grunau

"Take your MBA and put it in your pocket" was the emerging theme of the evening. Five Schulich alumni joined us on December 7th 2005 to describe their career paths post-Schulich and to offer advice.

"An MBA is not a ticket into a cushy management job," commented Leanne Atkinson, Development Manager at the Toronto Symphony Orchestra. However, the skills and thought processes developed at Schulich will quickly rocket graduates past dull-entry level jobs into engaging and effectual positions. It is not the letters behind the name that matter, but the tools they provide.

"You will prove yourself very quickly" added Rob Bolton, who is the National Content Director at Standard Interactive Broadcasting. Rob began his career at a fledgling internet radio company that couldn't always pay the heating bills. Within a few years, Iceberg media hit the dot.com wave and commandeered a floor at KISS FM studios. Ironically, despite several jobs and a work stint in England in between, Rob now manages Iceberg Media as one of Standard's online assets.

All the alumni stressed how valuable the MBA has been to the development of their careers. Len Pendergast, who is now a film producer, and Vice President of Independent Film Financing Inc. described his work experience as at the Ontario Media Development Corporation. With over fifty staff to direct, the management skills learned at Schulich were critical. Employee dynamics and leadership challenges brought Len back to Organizational Behavior 5100.

As nonprofit organizations are increasingly reliant upon the private sector for support, the MBA can provide a bridge between the sectors. A manager with an arts and business background can translate the lingo of both worlds, providing a common understanding. "It gives you credibility...the fact that I have an MBA matters," said Alexandra Montgomery. "There is common ground."

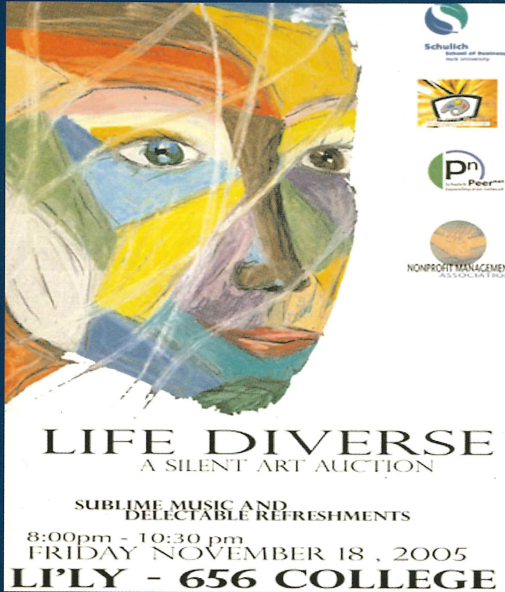
As the General Manager of the Gardiner Museum, Alexandra said her arts colleagues trust her passion for the arts and regard her business education as a valuable asset. Establishing trust is key to overcoming misgivings within the arts over formal business training. Artists need to be reassured that MBA-ers their have hearts in the right place, and won't let the bottom line won't beat up the mission of the the organization.

"People recognize when you love it and want to give to it," believes Quammie Williams, the General Manager of Theatre Passe Muraille. Quammie spoke about his passion for strategy as a means to build a financially sustainable company able to take artistic risks. A musician and a film producer, he emerged from Schulich with the ability to use creativity as a means to solve business problems and sees parallels between jazz and management.

It was evident that the alumni glowed with enthusiasm and passion for their work. Around the table, the students still at York were inspired with hope for their futures.

Life Diverse Silent Auction

On November 18, 2005, the Arts and Media Management Club co-hosted the Life Diverse Silent Auction, along with the Nonprofit Management Association and PeerNet. The event featured networking with alumni, photography by Schulich students and tunes by DJ and Arts and Media Club President Michael Murray. The silent auction raised \$600 for the Scarborough Boys and Girls Club.



The Diverse Projector: an international film showcase

by Brenda Grunau

My first day at Schulich I met my friend Amit Gupta, from India. We found common ground on the topic of cinema, and the idea for an international movie club was born.

Under the leadership of Chris Murphy, the Arts and Media Management Club facilitated the screening of three films at the Nat Taylor Cinema in Vari Hall. The films shown included *Water*, a film by Toronto filmmaker Deepa Mehta, *Mostly Martha* from Germany, and *The House of Flying Daggers*, a China/Hong Kong co-production.

My New Life as an MBA Student

By Richard Bloom

Moments into the first lecture, the professor stood in front of the entire entering class and, with a confident nod, said: "Leadership is about taking a risk." Risk. For months, every time someone mentioned that four-letter word, it made my stomach churn.

I just couldn't get over the fact that I had quit my steady position with The Globe and Mail's Report on Business to go back to school, deep into debt and earn a degree that will have me compete against more than 100,000 MBA students who graduate every year from business schools worldwide.

But there I sat in Week No. 1 of York's Masters of Business Administration program, having traded in my full-time gig with the newspaper for the far-less-glamorous life of a full-time grad student.

Like many of my late-twenty/early-thirty-something friends who are also toying with the idea of starting anew, my career move began a few years ago with a glance around the office — and the frightening realization that I wanted to become a participant in business, instead of an observer. I envisioned what my career would look like in 25 years and feared looking back with regret about staying in my position because of stability.

I had always been intrigued by Corporate Canada (which is what led me into financial journalism in the first place), and started thinking of ways that would meld my skills as a reporter with my interest in business. Not long after, I had my "aha" moment: media management. As part of my due diligence (I was, after all, a business journalist), I took on-line career tests, chatted with top people at different media companies, read self-help books and thought about the times in my life when I was happiest at work.

I recalled working at a day camp as a teenager, where I was a group leader and assistant director. I remembered running for student council and working as an editor at a campus newspaper during my undergraduate years in Ottawa. I recalled launching a very successful fundraising event a few years ago, how many volunteer hours I put into that effort and how I loved every minute of it. One theme kept popping up: leadership. Some other realizations: I enjoy taking control of tasks, creating a vision and implementing new programs.

My next decision came after conversations with industry executives — I would apply to do my MBA, a degree that would train me in leadership and the business skills I didn't already know through my day-to-day reporting. After spending nearly two years researching schools, interviewing graduates and students, writing entrance exams, jotting countless pros-and-cons lists and applying to school, I found out last spring that I had been accepted into York's MBA program — one of the few in North America with an arts and media stream.

Still, I just couldn't shake the idea of how much risk was involved in such a move. Sure, I had people pulling me aside privately to say how courageous such a move would be, how they wished they had done the same when they were 29 and how, if you don't take risks, you'll wind up with regrets. But each conversation triggered that wave of nausea as I thought about the ramifications. What if I went through the program and realized that journalism was indeed my calling? What if I hated it? It's an investment, I kept telling myself, and all investments require risk. In early July, I walked into my boss's office and quit.

To my surprise, he shook my hand, said he supported my decision and added that not enough people take risks nowadays. That only made my nausea worse, as I realized my departure from The Globe was a *fait accompli*.

To my surprise, however, my stomach didn't tense up when that first professor mentioned that leadership-risk correlation. Perhaps it's my gut telling me that I am doing the right thing after all.

Richard Bloom is a former Report on Business writer who has enrolled in York University's Schulich School of Business to obtain an MBA. He writes about the career lessons he is taking away from the classroom in a regular column entitled "Continuing Education." This column first appeared in The Globe and Mail on September 9, 2005. It has been reprinted with permission.

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 2005.



David Cohen, Imasco Internship Award

David arrived at Schulich with BA in Mass Communications York University and an LLB from Osgoode. After spending a few years in positions related to both law and entertainment, including work on both *The Dini Show* and *CFTO Sports*, David chose to return to pursue his MBA. David's internship with MMI Productions, as an Entertainment Marketing Strategist, provided him with the opportunity to build on his past education and work experience and his new MBA skills to help the organization with sytemization and evaluation of presentations, product placement as well as affording him the opportunity to liaise with clients and analyse scripts for product placement.



Nina Drakul, George Gardiner Award

Originally from Belgrade, Serbia, Nina Drakul moved to United States in 1997. In 2001 she received her Bachelor's degree in Cinema and Photography (major) and Italian (minor) from Ithaca College. In between studies, Nina worked with Academy Award nominee Peter Spier on two documentary projects, *Wildlife Waystation* and *Civil War*. After graduation, she was an Associate Producer for the independent film *Picture Me an Enemy*, and a freelancer for Dateline NBC in Washington D.C. While in D.C., Nina worked concurrently for The Story House Productions, an international award-winning film production company, and the Embassy of Serbia and Montenegro. In 2004, Nina moved to Toronto to pursue her IMBA degree with specializations in Italy and Arts and Media. As a part of her work-term requirement for the IMBA program and her Arts and Media internship, she worked for the Ministry of Culture in Rome where she was involved in promoting Italian films abroad and the development of international co-production agreements.



Ella Wong, Bickell Internship Award

Ella completed her undergraduate degree in music education at the University of Toronto. After two years of work abroad, Ella returned to Toronto and began balancing work with U of T's Centre for Advanced Studies in Choral Music; New Millennium Festivals and the Choral Music Experience Institute for Choral Teacher Education; and Doreen Rao Choral Education Inc., as well as managing and singing with the MacMillan Chamber Singers. Ella completed her internship with The Corporation of Massey Hall and Roy Thomson Hall working in their Marketing and Development departments.

Pickering Bursaries

*In 1989 the Corporation of Massey Hall and Roy Thomson Hall established the Pickering Bursary in Arts Administration, named for Roy Thomson Hall's Founding President Edward A. Pickering. Bursaries are awarded to students who have placements in Ontario based performing arts organizations, whether profit or not-for-profit, that have no fewer than five administrative staff. The 2005 recipients of the Pickering Bursaries included Arts and Media students **Jennifer Lam** and **Ella Wong**. Thank you to the Education and Outreach Committee of the Corporation of Massey Hall and Roy Thomson Hall.*

Entrance Award Recipients

Congratulations to our ARTM Entrance Award Recipients and all the outstanding Arts and Media Students who received entrance awards in 2005-06.



Brenda Grunau, Seymour Schulich MBA Entrance Scholarship

Brenda's dedication to a life in music began banging glockenspiels in Orff classes and sleeping on pews at Winnipeg Singers concerts. She graduated with a Bachelor of Music in oboe performance from the University of Manitoba. As a freelance musician, Brenda performed with the Winnipeg Symphony Orchestra, the Thunder Bay Symphony and the Saskatoon Opera. Realizing that her desire to plan surpassed her desire to perform, Brenda worked at the Folk Arts Council of Winnipeg, Groundswell and the Winnipeg Folk Festival. In addition, she planned and promoted fundraisers and festivals for local nonprofit arts and relief organizations. Brenda left her job in Admissions at Canadian Mennonite University to supplement her arts knowledge with a grounding in business at Schulich. Brenda is passionate about public art, local music and fostering Canadian talent.



Renee Stephen, Marshall A. Cohen Entrance Award

Born and raised in Saskatchewan, Renee Stephen moved to Ontario at the age of 24. She completed her Honours BA in Art History and Criticism at the University of Western Ontario. In 2004, she entered the MA program in art history at York University. One year into her MA, she decided to pursue the combined MA/MBA degree. She began the MBA course work this past January. Upon graduation, Renee would like to work in the role of a director/curator at a small art gallery or in the field of cultural policy.



Joanna Greenberg, Marshall A. Cohen Entrance Award

Joanna Greenberg graduated from York University on the Dean's List, with a degree in Psychology. However, her passion lay in television. She went to work for the Food Network on the program, "Surreal Gourmet", then to the Canadian Broadcasting Corporation popular youth television program "The X" and "Opening Night", CBC's Emmy-award winning performing arts program. Joanna has also been a dancer for the NBA Raptors and has formally trained and worked as a baker.



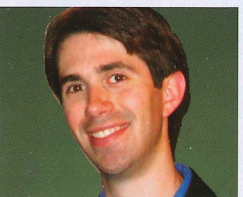
Richard Bloom, Arts and Media Entrance Bursary

Richard has worked in media since he was 17 years old, beginning with a seven-year weekends-and-summers stint at Toronto's 680News radio. In 2000, he was hired by The Globe and Mail as a stock-markets reporter at globe and mail.com; he moved to the paper side as an investment and general assignment reporter with The Globe's Report on Business in 2002. Although Richard left full time employment to come to Schulich, he remains with the paper as a freelance columnist/reporter, writing on various different topics including a bi-weekly column on his MBA experiences for Globe Careers. He holds a Bachelor of Journalism from Carleton University and aspires to work in broadcast management.



Roberta Smith, Imasco Part-Time Entrance Award

Roberta Smith is the Associate Director of Artistic Administration, Education, at the Toronto Symphony Orchestra. She has worked at the TSO for fifteen years, developing and expanding the Education and Outreach programmes. During that time she has run tours for the Toronto Symphony Youth Orchestra to Japan, the Canadian Arctic, and other parts of Canada and the United States. She has also participated in TSO tours in which education activities have been the main focus. Roberta has been instrumental in establishing new community outreach initiatives with the TSO, including successful partnerships with the ROM, TVO and the Royal Conservatory of Music. She has served as Education Chair for Orchestras Canada, and is currently a member of the Leadership Committee in Education/Community Relations for the American Symphony Orchestra League. A graduate of the University of Toronto (Master of Arts in Musicology; 1987), Roberta continues to enjoy the challenges of creating meaningful connections between music and young people.



Brian Goldenberg, Arts and Media Entrance Bursary

Brian holds a Bachelor of Fine Arts in Music from York University. He plays trumpet and piano and has performed in various bands, orchestras and choral ensembles. Brian has been working in the arts sector since 1992 as a composer/writer, private piano teacher, choir director (Jane Street Singers), music director (Toronto District School Board – Cabaret Singers; Vanier College Productions at York University; Scarborough Music Theatre; and Markham Youth Theatre), producer (Markham Youth Theatre) and band manager (Magnus Brass and Toronto All-Star Big Band). Brian has received awards for his compositions and premiered his first original musical, Seven of Us, in July, 2004 at the Markham Theatre for Performing Arts.



Josiah Rothenberg, Arts and Media Entrance Bursary

Josiah holds a Bachelor of Commerce with a major in Finance from Concordia University. Prior to beginning his MBA, he spent four years employed in post-production at Deluxe Sound & Picture. As the Digital Storage Coordinator, Josiah was responsible for the control and administration of the digital infrastructure on which the Deluxe's six sound stages operate. He has worked on over 60 television and film productions, including The History of Violence, Water and Resident Evil: Apocalypse. Recently, Josiah coordinated the Arts and Media Program's participation in the annual MBA Media and Entertainment Conference at NYU.



"Who's Where?"

Alumni News

1993 - Lori Rosenberg
Director, Network Programming
Bell Expressvu

1997 - Du-Yi Leu
Manager, Public & Regulatory Affairs
Alliance Atlantis

1998 - Ryan Kruger
Account Manager
Mosaic Sales and Solutions

1998 - Moonlake Lee
Consulting, Telemedicine Project
Singapore

1999 - Rob Bolton
National Content Director
Standard Interactive

2000 - Leanne Atkinson
Corporate Development Manager
The Corporation of Roy Thomson and
Massey Hall

2000 - Jeff Hecker
Account Supervisor
Bensimon Byrne

2000 - Lisa Perelman
Account Supervisor
FCB Direct

2000 - Darrell Steele
Consultant
Ketchum Canada Inc.

2001 - Tom Alexander
Director, Theatrical Releasing
Mongrel Media

2001 - Jeff Dutrizac
Consultant
Research in Motion

2002 - Jinny M.J. Yu
Artist in Residence
Venice International University

2003 - Michael Wallace
Executive Director
Theatre Museum Canada

2004 - Michael Brown
Vice President Mobil Marketing Strategies
MyThum Interactive

2004 - Laure Confavreux
Head Consultant
LORDculture - Paris

2004 - Samantha Fox
Advocacy and Development Coordinator
Professional Association of Canadian
Theatres

2004 - Andrea Seaborn
Assistant Marketing Manager
Art Gallery of Ontario

2004 - Christopher Whitney
Manager, Major Gifts and Planned Giving
MS Society, BC

2004 - Rebecca Chesley
Senior Coordinator - Fundraising
Canadian Cancer Society, Ontario Division

2005 - Ella Wong
Development Officer
Toronto Children's Choir

2005 - Magdalena Ziarko
Dev., Major & Planned Giving
National Ballet of Canada

*Congratulations to our alumni and their
spouses who have recently had children:*

*Tom Alexander
Michelle Domet
Rebecca Langstaff
Moonlake Lee
Abhishek Mathur
Stacey Sinclair
Quammie Williams*

*And to our alumni on their recent
marriage celebrations:*

*Laure Confavreux
Kelley MacIntosh
Janice OBrian
Louise Procktor
Michael Wallace*

Film Production with Len Pendergast

by Brenda Grunau

involving unions, financiers, CRTC regulations, crew scheduling, soundtrack rights, including the need to identify potential legal landmines hidden in the script. Discussions on the quirks, perks and pitfalls of the Canadian film industry offered insights to those assembled. Len summed up his presentation with a quote from Ted Hope, the producer of 21 Grams and American Splendour: "One of the greatest skills that a producer can develop is extreme paranoia."

Database Marketing with Heather Clark

by Angela Nelson

On March 11th, students, alumni and friends of the Arts and Media Administration program were given the opportunity to experience an enlightening session on database marketing. This workshop, one of three organized by the department this year, was presented by Heather Clark, Director of Marketing and Development for The Corporation of Massey Hall and Roy Thomson Hall. Heather went beyond all expectations by teaming up with a variety of experts during the five-hour workshop to provide a very well-rounded presentation of the basics of database marketing.

After an excellent introduction to database marketing and the value it can add to both arts organizations and their customers, the podium was

After eight hours with Len Pendergast, we all developed an acute admiration for film producers. Currently the Vice-President of Independent Film Financing, Len's passion is producing films. Using his first feature film, The Nature of Nicholas, as a case study, Len walked us through the stages of production and regaled us with tales of endless complications

passed on to Jonathan Berner of Carlson Marketing who discussed how the data gathered by the database can assist with customer segmentation and marketing strategy. John Clark then took over with information regarding the selection of software. After that, we were lead through a webinar by Robert Friend, VP of Sales and Marketing for Choice Ticketing Systems, the provider of a leading entertainment ticketing, marketing and fundraising management system. Here we were given the opportunity to see exactly what was to be gained through database marketing.

As arts organizations are forced to rely more on individual donors and customers and less on government support, the ability to market directly to each individual customer will be a necessary part of both development and marketing. Although one workshop cannot provide all necessary information about database marketing, we were given a very clear picture of the reasons for pursuing it, and how to begin determining the needs of our respective organizations.

Legal Metaphors with Brian Wynn

by Anthony Pangalos

Understanding the many legal aspects of the film and television industry can be a monumental task for today's media manager. Consider having to understand such legal specialties as financial law, corporate law, tax law, labour law and tort law (to name only a few) all at the same time. But according to Brian Wynn, there is an easier way.

In the increasingly complex media industry an understanding of law is not only an advantage for current and future managers but a necessity. Today's entrepreneurs must deal with the legal staples of contract negotiations, copyright protection and free speech, as well as issues related to the growth of the Internet and media convergence

"The challenge today is to understand what is around us," said Wynn to current and former students during his February 11th workshop on legal aspects in arts and media management, at the Miles Nadal Centre. "There is something legal in everything we see."

Brian focussed on legal concepts with respect to rights, risk minimization and the need to understand the relationship between each media channel and its revenue potential. To convey his message to a group of business students, Wynn spoke about the world metaphorically, using a square, an egg, a pie and a waterfall to make his points.

What do geometry, biology, cooking and geography have to do with law? The square (picture a 4x4 tic-tac-toe board) symbolizes the multiple perspectives needed to effectively manage the legal aspects of a film, television or theatre project. Failure to anticipate someone else's point of view (almost all participants came up with a different number when asked how many squares they saw) can lead to legal complications that can be more than time-consuming or harmful to the project: they can have devastating financial implications.

The idea of risk management is symbolized by the egg. As a manager, you are constantly looking to minimize, if not eliminate, all risk to your organization or contract. No one wants to be left holding the broken egg.

The pie metaphor rapidly changed to a multi-layered cake as Brian explained the various levels of rights management. Looking at rights as slices of pie was fairly easy for the audience to see; the addition of layers illustrated how necessary it is to look beyond the rights you think you need to protect and include all those you might need in the future. Brian used the example of the Disney classic "Lady and the Tramp": Peggy Lee's voice performance was secured for the movie, but with the advent of home video Disney was faced with a lawsuit for using Lady's voice in the videocassette without permission. Video!?!-that wasn't even invented when the movie was made. With the never-ending whirlwind of technological advancement, there will always be additional ways to generate profit beyond the currently-known first-run programming, syndication, DVDs, pod casts and merchandise layers. Contracts today are securing rights not just for foreign markets but also for the universe--no joke, we already have a manned space station!

The final metaphor--the waterfall--illustrated the need to maintain control of the revenue-producing asset. Once the stream is running, the manager must act to control the source from drying up or stagnating.

Although a square, an egg, a pie and a waterfall don't, at first glance, seem closely related to law or the entertainment world, these metaphors, once understood, allow us to better manage the legal issues (and lawyers) inherent in the industry.

Law certainly seems a lot less daunting.

Ella Wong receives 2005 Cornerstone Award

Ella Wong, Development Officer at the Toronto Children's Choir, was the recipient of the 2005 Cornerstone Award, selected by the Association of Fundraising Professionals (AFP) Congress 2005 Bursary Selection Committee and the Board of Directors of AFP Greater Toronto Chapter. The Cornerstone Awards are sponsored by the Cornerstone Group of Companies to assist fundraisers who have excelled in the field of annual giving so they may further their knowledge through advanced learning and, in turn, provide greater benefits to their organizations. Applicants must have three to five years experience in the field of annual giving and are required to commit to the CFRE certification process.

Luc Dery produces TIFF/CityTV Award Winner

The Quebec film *Familia* tied for the Citytv Award for Best Canadian First Feature, a success for director Louise Archambault and producer, and Schulich graduate, Luc Dery. The film also screened at the Atlantic Film Festival and the Vancouver International Film Festival and kicked off *Canada First!* at the Toronto International Film Festival. *Familia* explores the tension between an itinerant mother with teenage daughter in tow, and the high school friend (and daughter) whose suburban house they crash. TIFF describes this Quebec film as "a taut, fast-paced, and visually inventive film that tackles the complexities that arise from familial bonds". *Familia* tied with Michael Mabbott's *The Life and Hard Times of Guy Terrifico*.

Pfizer Commendation recognizes Colleen Smith

Schulich alumna Colleen Smith received a special commendation at the 2005 Pfizer Awards for Emerging Arts Managers, recognizing the achievements of arts managers with two to five years experience.

After graduation, Colleen served as program director at the Royal Conservatory of Music. From there, she moved to Tafelmusik to become Director of Education and Finance. In 2005, she was appointed the Managing Director of Factory Theatre which focuses on the production of diverse Canadian works.

Arts & Media Graduates

The faculty, staff and students of the Arts and Media Administration Program would like to congratulate our 2005 graduates:

Graduate Diploma

David Cohen
Kristian Grostad
Jeremy Prober
Magdalena Ziarko

Specialization

Piper Harris
David McCluskey
Kaori Nukui
Shelley St. George
Ella Wong

Associates

Amy Tu

MBA/MA

Justina Gardiner



Congratulations to Anne Cobban who in July 2005 rode the Etape du Tour in France. The Etape is a one-day event for amateur cyclists who ride one of the same stages of the Tour de France that the professionals then ride later in the week. Of the 7,885 participants 227 were women. 7,200 of the participants completed the 180 km ride through the Pyrenees.

Don't Miss This Year's

Arts & Media Alumni Dinner

Tuesday, May 2nd

Private Dining Room, Schulich School of Business, York University

RSVP Kathleen Welsby (416) 736-5217

Visit the new Arts and Media Website for upcoming events:
www.artm.schulich.yorku.ca

ARTM Professor Moderates Vancouver Election Debate:

ARTM Professor, Trina McQueen, Visiting CTV Chair in Broadcast Management in the Schulich School of Business and the Joint Graduate Program in Communication and Culture, was the moderator of the first English-language Election Debate, broadcast on CBC, CTV, and Global.

McQueen managed the new format for these electoral debates, selected to produce a more orderly debate, brilliantly, with probing questions and a firm hand. To ensure that each voice was heard, candidates were given the opportunity to respond, one at a time, to each question and their microphones were turned off if they exceeded their time limit or tried to interrupt.

In a novel twist, the questions were not posed by a panel of journalists but in videotaped questions from ordinary Canadians. More than 10,000 questions were submitted. It was the moderator's task to pose relevant follow-up questions as necessary.

The Fall of Conrad Black and the Rise of the Minority Shareholder

By: Brenda Grunau

At a special lecture sponsored by the Arts and Media Management Club, Jacquie McNish and Sinclair Stewart unveiled the story behind the story, the implications of the Conrad Black account that were obscured by the glitter, glamour and scandal.

The two Award-winning Globe and Mail reporters joined us on March 23rd to discuss their book, *Wrong Way: The Fall of Conrad Black*, winner of the 2004 National Business Book Award.

Jacquie and Sinclair described how the shareholders of Hollinger united to bring down Conrad Black, a relic of the traditional business world and player of the old boys network. In the wake of Enron and other scandals, the power of the minority shareholder and the accountability required by publicly traded companies have both risen dramatically, forcing CEOs like Conrad Black to adapt or become obsolete.

We would like to take this opportunity to thank our retiring Advisory Board Members, Keith Kelly, Nalini Stewart and Matthew Teitelbaum, for their participation and support over the years and would like to welcome our new Advisory Board Members, John Brotman, Julia Foster and Alexandra Montgomery. We look forward to working with them.