



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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## It needn't be *that* bad – The 12 R's of Responding to the Recession

by Alan C. Middleton PhD

*This article is a synopsis of a presentation given at the Canadian Museums Association's 2009 annual conference at the panel, Responding to the Recession, chaired by ARTM alumnus Michael Wallace ('03), Executive Director, Theatre Museum of Canada.*

Whether the current economic condition is described as a recession or a restructuring, the impact is severe. Foundations and major donors have seen the returns from their investment portfolios shrink dramatically. Corporations have seen consumer spending decline. Governments have considerable new demands on their shrinking tax revenues. The public is nervous about employment, investments, debt and the increasing cost of living.

What should museums and galleries do to meet current economic challenges? What follows is a list of 12 areas which, if acted upon together in a planned approach, can provide a future that is more glowing than gloomy.

1. Recognise that this is not merely a recession. It is a **restructuring** of the global economy. 'Tweaking' your organization in the hopes that the past conditions will return will be wildly insufficient.
2. Plan with **restraint**, but do plan. A tempting response to financial challenge is to cut equally across all areas of activity or cut deeply in non-curatorial/ collection areas. Neither of these

strategies will be effective in the middle-term and will probably damage your longer term viability. What is required is a thoughtful new plan that identifies your core activities, capabilities and target audiences. Resource those areas and reduce non-core activities. Halt activities extraneous to that plan.

3. **Refocus** within these core activities. You could call this the core within the core. Once you have identified your core activities, decide what things are essential in the current economic climate? The focus will almost certainly not be the same as it has for the last decade: refocus!
4. **Refresh** these activities. Particularly look at your galleries, signs, shops, refreshment areas, literature and promotional material. It doesn't need to be expensive. Think like a theatre producer; find low cost ways to freshen and aid the audience in seeing you in a new way.
5. **Relate** with other organizations. Sometimes 'getting together' is much more effective than going it alone. Use your network of other organizations to share the costs of activities like marketing communications, IT, talent management and recruitment. Look for ways to cooperate with local area attractions, businesses and tourist organizations.

*Continued on inside cover*

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## Congratulations to our... 2008 ARTM Graduates

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

Claire Gillis\*  
Brian Goldenberg  
Kevin Horton - *Associate*  
Meng-Ju (Sandarac) Lee - *Associate*  
Megan McGuire  
Allison Noseworthy\*  
Meghan Roberts\*  
Xiaoyu (Alex) Wang - PKU/SSB  
Jessica Whitford

\* graduated with Arts and Media Diploma



Top: (left to right) Brian Goldenberg, Kevin Horton, Megan McGuire, Meghan Roberts, Claire Gillis, Allison Noseworthy, Sandarac Lee, Joyce Zemans

Left: (left to right) Joyce Zemans, Alex Wang, Jessica Whitford

## Responding to the Recession

(continued from cover)

6. **Revive** your volunteer organization. With the downturn in the economy and the aging population come opportunities to engage intelligent and motivated volunteers of all ages.
7. Provide **respite**. Research on museum attendance in the US found that attendance increased post-9/11 as people looked for public spaces that were engaging, comfortable and safe. Create a visitor environment of safety, security and convenience, with convenient washrooms and baby changing facilities, refreshments, meeting areas, places to read etc.
8. Enable a **return** to family and community. In times of change and disorientation, people tend to return to the 'womb' of families and communities. The more your institution can become part of that return, the better you will do. Create shared events and activities around your core offerings: family packages, ethnic origin events, shared interest events and so on. As Carl Vogel Executive Director of the Hammer Museum in New York said recently, *"We can't just be about art anymore; museums are the new community centres."*
9. **Reach out** to the world outside your four walls. This is not the time to make significant cuts to marketing communications. There are two aspects to this: aggressive marketing communications and engaging the on-line world. Communities, like those described in the 'Return' section, now exist on-line. You need to be delivering some of your museum experiences on-line: in your web site activity, newsletters, webinars and by enabling virtual communities to form around your core activities. Understand the 'Obama-effect' in social networking and act on it.

10. **Revalue**. Be careful with price increases. In this environment, it is better to revalue your offering. Improve the benefit first then plan any discounts carefully. Discount to encourage attendance, but don't make it a regular occurrence as this becomes a price reduction and that is the value people will ascribe to your institution.
11. Ensure **reliability**. In the US, philanthropic giving tends to fall by 4% - 9% during a recession: there is no reason to believe that Canada has significantly different patterns. It is likely that during this perfect storm, these declines will be even greater. When attracting funders and donors, prove that you are reliable in what you promise to deliver. Measure, evaluate and report on your activities. The trust that this will engender will pay dividends in how you are perceived.
12. **Reframe**. Examine what you offer to each funder group (e.g. members, sponsors, foundations, government) and reframe this benefit to fit with their individual strategy. Be aware of the needs of the funder and donor and find ways to fill these needs.

In conclusion, museums and galleries are not going to have an easy time over the next while, given the extent of the changes in our global economy. It is a period when tinkering with a few things in your planning and operations will not be adequate. But by implementing the '12 Rs,' organizations can achieve an integrated response to the times. It'll be tough but it needn't be *that* bad.

*Alan Middleton, Schulich marketing professor and Director of the Schulich Executive Education Centre, is involved through boards and committees with the Royal Ontario Museum, Toronto International Film Festival Group, ABC CANADA Literacy Foundation and the Ontario Tourism Marketing Partnership. He was inducted into the Canadian Marketing Hall of Legends in the mentor category in 2005.*

# Schulich Arts and Media Conference 2009

By Megan MacKeigan

On March 14th, the Arts and Media Management Club hosted a day-long conference. Participants included fifty students and alumni from Schulich's Arts and Media program and the larger York community and an engaging group of speakers. The conference provided an opportunity for students to learn from and network with industry professionals and discuss current trends in the arts and cultural industries.

Our first panel, *Entrepreneurship in the Arts and Media*, focused on the challenges and advantages to starting one's own business. The panel featured: ARTM alumnus Elliott Hurst ('96), Co-Founder of Supernova, a web-based social networking site for musicians; Tim Shore, Founder and Publisher of BlogTO; and Martha Fusca, President and CEO of Stornoway Communications, a Toronto-based television broadcasting and production company.

The *Entrepreneurship* panel was followed by a timely interview with lawyer and policy guru, Peter Grant, author of *Blockbusters and Trade Wars* and former chair of McCarthy Tétrault's Technology, Communications and Intellectual Property group. Peter was interviewed by ARTM alumna, Raina Wells ('89), Manager of Research and Strategic Planning at the Ontario Media Development Corporation. In light of the recent CRTC hearings, Peter's discussion of a possible levy on Internet Service Providers as a means of funding Canadian new media producers was both interesting and enlightening.

After lunch, Richard Stursberg, Executive Vice President of English Language at the CBC, gave the keynote address titled "What is the CBC, and Why Does it Matter?" The presentation highlighted the CBC's recent success in earning primetime ratings with a fully Canadian content line-up. He also addressed the ways the public broadcaster balances the many interests of Canadians, while also generating the viewership required to attract advertising revenue.

In our last panel on *New Media*, ARTM alumni Rob Bolton ('98), Digital Marketing Manager from Warner Music Canada and Keith Durrant ('92), President of *ecentricarts inc.*, were joined by Bob Mackowycz Jr., radio guru, to discuss developments in new media, the costs and benefits of creating new media products, how consumer expectations have evolved, and how new media has changed the game in communications and marketing. Given the current trend of social networking and the potential to leverage social and viral marketing, this panel was relevant and timely as managers in the arts and cultural industries move into the world of Twitter, Lulu.com, and Rapsody.

The conference was organized by the Arts and Media Club with tremendous support from the MBA Program in Arts and Media and ARTM alumni. As conference chair, I am proud to say the conference was a great success and the Arts and Media Management Club is looking forward to hosting the conference again next year.



Left: Neil Middleton, Arts and Media Club President  
Right: Richard Stursberg, Executive Vice-President of English Language Programming, CBC



Left to right: Bob Mackowycz Jr., radio expert; Rob Bolton, Digital Marketing Manager, Warner Music Canada; Keith Durrant, President, *ecentricarts inc.*



Conference organizers (left to right): Neil Middleton, John Weselake, Daniel Rattner, Colleen Berg, Megan MacKeigan, Julie Whelan, Adam Walker, Christina Kubacki

## 2009 Canada Council John Hobday Award in Arts Management



Part-time Arts and Media MBA student Roberta Smith has been awarded the 2009 John Hobday Award celebrating outstanding achievement in the field of arts management.

Roberta, Associate Director of Artistic Administration/Education, has worked for over 20 years with the Toronto Symphony Orchestra where she has developed and expanded their Education and Outreach programs. She has served as Education Consultant to the Corporations of Roy

Thomson Hall and Massey Hall and education chair for Orchestras Canada, and has spent two terms on the Education & Community Relations Leadership Committee for the League of American Orchestras.

Administered by the Canada Council, the \$10,000 professional development award recognizes the often overlooked achievements and dedication of arts managers. The 2009 award will help Roberta complete her Arts and Media MBA studies.

Photo by Pierre Maraval Source: Canada Council for the Arts

# International Institute of Communications Conference

By Daniel Rattner



Each year, the Canadian chapter of the International Institute of Communications brings together industry, government and academia to discuss leading issues in telecommunications, broadcasting, and new media. This year, three students from Douglas Barrett's *Managing In The New Broadcast World* class attended the conference in Ottawa and were given a first-hand look at Canada's most senior communications executives debating issues in telecommunications and broadcast regulation.

The atmosphere of the conference was heightened by current events: just outside, tension in the nation's capital was obvious as the proroguing of Parliament put the country's government on hold. At the conference itself, keynote speaker, Rogers Communications Vice Chairman Phil Lind, announced that then Rogers Chairman, Ted Rogers, was gravely ill. Rogers' death the next morning significantly altered the conference's tone. From then on, each speaker began his or her remarks with a short story or anecdote about the late media mogul, offering a reflection on Mr. Rogers' historic career. With severe shakeups in Canada's political and business worlds happening right before our eyes, the conference offered a unique and unforgettable experience.

The conference consisted of three panel discussions: New Media – Filling the Pipes; Programmers and Distributors – The New Equation; and Broadband Wireless – Ready for

Primetime or Online? The panelists included experts in online digital media, conventional broadcasting, production, policy regulation, telecommunications, and government. Among the key questions were: How does Canadian content fit within changing consumer viewing, listening and buying behaviour? How will revenue models for conventional television adapt to these behavioural changes? And, how will the wireless industry meet the capital budget demands for video and next generation networks? As a precursor to February's CRTC hearings in which Canada's broadcast regulator discussed whether broadcasting over the Internet should be subject to federal regulations, the conference focused on key policy issues with respect to online and telecommunications, with both government and industry presenting their respective concerns.

The communications industry is an important part of the everyday lives of Canadians, and the conference provided an incredible opportunity to see policymakers and industry executives interact. In the face of ongoing convergence, the future of broadcast and telecommunications is unclear. With participation from the industry's key stakeholders, the conference gave us the opportunity to meet and discuss these issues with those most affected. And with the obvious shakeup in Ottawa, and the unfortunate passing of one of Canada's most significant media pioneers, the conference was both forward-looking and reflective – a truly unique experience.

# New York MBA Media & Entertainment Conference

By Colleen Berg

Every year, five of the top U.S. business schools host a one day MBA Media and Entertainment Conference in New York City. The 2009 conference was held at the Columbia Business School at Columbia University and six current Arts and Media students were fortunate enough to attend.

The first keynote address, from Jeff Zucker, President and Chief Executive, NBC Universal, was presented in the form of a fireside Q&A moderated by Melissa Lee, Reporter, CNBC. Mr. Zucker spoke about the changing face of American media, the larger NBC Universal family and the benefits of being a subsidiary of General Electric.

Panel sessions covered a wide range of topics, including investment banking, entrepreneurship, gaming, new media, corporate strategy, independent filmmaking and television. Networking breaks throughout the day offered an opportunity for the Schulich students to share what they had learned and mingle with other MBAs from New York to Paris.

In the second keynote address, Joe Uva, Chief Executive, Univision Communications, spoke passionately about the opportunities available in relatively untapped markets, primarily the Latino-American market, and the benefits of providing services to often-overlooked demographics. By the end of the day, an overarching theme had emerged from all of

the panels; it was clear that the challenge of monetizing digitization has affected every sector represented at the conference.

The conference was definitely a highlight for all who attended and enabled us to better understand what roles an MBA can play in the entertainment and media sectors.



Arts and Media Students in New York (left to right): Julie Whelan, Adam Walker, Colleen Berg, Christina Kubacki, Megan MacKeigan, Daniel Rattner

## Toronto Cultural Policy Symposium

By Neil Middleton

This fall's Toronto Cultural Policy and Planning Symposium, co-sponsored by the City of Toronto, the Robarts Centre for Canadian Studies and the MBA Program in Arts and Media Administration at Schulich, offered students in ARTM's cultural policy class an overview of the evolution of Toronto's cultural policy over the last four decades.

The four key speakers were authors of the pivotal reports that paved the way for Toronto's current flourishing arts scene. The presentations started with David Silcox, Director of Cultural Affairs, Metropolitan Toronto (1974-1982), whose 1974 report, *Metropolitan Toronto's Support for the Arts*, recommended major investment in Toronto's cultural infrastructure and the creation of a department of cultural affairs at Metro.

He was followed by Tom Hendry, Policy Director of the Toronto Arts Council (1983-1995) and author of the arts and cultural policy roadmap, *Cultural Capital: The Care and Feeding of Toronto's Artistic Assets* (1985), which highlighted the importance of municipal grants to support Toronto's resident professional arts community. Kathleen Sharpe, Director of the Culture Division of the Municipality of Metropolitan Toronto (1991-1998), talked about shaping the 1994 report *Metro's Culture Plan, Redefining Our Cultural Framework: a culture plan for the Metro Toronto government* and the difficult job of trying to shape cultural policy in the period leading up to Toronto's amalgamation. Rita Davies, Executive Director of the City's of Toronto's Culture Division, who commissioned the *Culture Plan for the Creative City* (2003), discussed the creation of the plan to position Toronto as a world culture capital. The conference wrapped up with a reflection by cultural historian Kevin Dowler on the significant trends demonstrated in the four reports.

The day offered a fascinating overview of the role of cultural policy and planning and its centrality in shaping the Toronto of today.

*Symposium proceedings and key Toronto policy documents can be found at [www.yorku.ca/robarts/torontoculturalpolicy](http://www.yorku.ca/robarts/torontoculturalpolicy).*

## Sponsorship Workshop

By Ana Carolina Marcondes

In March, the Arts and Media program offered a one day workshop on "Building Sponsorship in Competitive Times" for current students and alumni, organized by faculty member Heather Clark, Director of Marketing and Development at The Corporation of Massey Hall and Roy Thomson Hall.

Heather led the morning session, which began with an examination of sponsorship, cause marketing, philanthropy and strategic philanthropy. Ms. Clark presented the primary types of sponsorships, as well as the reasons that companies engage in sponsorship and the contexts in which arts organizations should seek it. The explanation of sponsors' screening criteria was very clear, as were the examples of both good and bad sponsorship.

The afternoon session featured a panel of specialists in corporate sponsorship, including ARTM alumna Jennifer Lam ('06), Manager, Senior Marketing Analyst, Front of the Line & Advertising at American Express; Matthew Coorsh, Director, Sponsorships, Brand & Marketing Management at Scotiabank; and Ivy Ackerman, Manager, Community Investment at Telus. They explained how the sponsorship programs in their companies worked, providing the audience with insights into a variety of selection criteria models.

The workshop was very effective in explaining both the corporate and the arts organizations' perspectives in building and sustaining a sponsorship program and provided attendees with both advice and a "to do" list related to proposals and contracts. Overall, it was a fantastic seminar.

## Life after YORK

By Christina Kubacki

On December 10th, 2008, the Arts and Media program hosted its annual "Life After York" event. Students got to hear first hand how the Schulich Arts and Media MBA benefitted five program alumni: Du-Yi Leu ('97), Director of Regulatory Affairs at CTVGlobemedia; Laurie Biderman ('04), National Officer of Industry Development at Telefilm Canada; Baron Manett ('95), Senior Vice President Strategy, Ariad Custom Media; Tricia Baldwin ('86), Managing Director of Tafelmusik Baroque Orchestra and Chamber Choir; and Keith Durrant ('92), President and Co-Founder of *ecentricarts inc.*

The evening began with the panelists describing the journeys that they have taken to arrive at their positions today. The students heard many times how the Schulich Arts and Media MBA was integral to the panelists' ability to remain flexible

and to take advantage of opportunities. A second theme that resonated through all of the panelists' presentations was the need to maintain a "big picture" outlook, despite the challenge of the inevitable messy details in running an arts and media organization. Overall, it was clear that the Schulich MBA had been a solid foundation for each of the panelists' successes.

One of the biggest impressions made on the students was the strength of the Arts and Media family. The willingness of the alumni to help students in any way (some staying to talk for hours after the panel ended), the stories told about alumni friendships that developed during and since their time in the program, and the clear commitment to helping the program grow even stronger were all apparent. Students left with no doubt that they are becoming part of a passionate and dedicated group – and one with lifelong membership. Thank you to the panelists for making it a terrific evening!

*Introducing....*

## 2008 ARTM Scholarship, Award & Bursary Recipients



### **Colleen Berg**

During her undergraduate career at Simon Fraser in Communications and Sociology, Colleen hosted and programmed a weekly campus radio show, acted as Arts & Entertainment/Sponsorship Coordinator at the station and was a music columnist at the school paper. Colleen then spent three years as a Publicist and Special Events

Coordinator with a Vancouver communications firm, while continuing to be involved in the arts. She aspires to work in artist management, cultural consulting or independent film production. Colleen is the recipient of a Schulich Bursary.



### **Emma Jenkin**

Emma is enrolled in the combined MA/MBA program, specializing in Art History and Arts and Media Administration. Her undergraduate degree is in Studio Art and French, and she has studied in Italy and France. She plays an active role in the arts, performing in a curatorial capacity as well as producing works for shows. This year

she is involved in the York University Art History Symposium and the Canadian Museums Association Conference. Emma aspires to work at a cultural institution, making arts more accessible to the public. She is the recipient of a Schulich Entrance Bursary.



### **Christina Kubacki**

Originally from Toronto, Christina earned a BA from Columbia University, majoring in American Studies with a concentration in film. After graduating, she worked as an advertising executive at Ogilvy & Mather in New York City for three years. In 2007, she returned to Toronto to begin a Master of Arts in Cinema and Media Studies at York

University, and soon after decided to enter the combined MA/MBA program. Christina is eager to put her degrees to use to promote Canadian film within Canada and abroad. She is the recipient of the Robert Krembil Renewable Entrance Scholarship.



### **Megan Mackeigan**

Megan has been interested in the arts from a young age – performing in theatre and comedy during her undergrad studies in Economics at Queen's. She is enrolled in the JD/MBA program offered jointly with Osgoode Hall. Through pro bono law work and interning at a boutique entertainment law firm, she hopes to pursue a career in

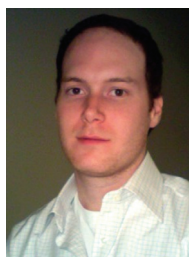
Entertainment Law. Megan is the recipient of a Schulich Entrance Bursary.



### **Ana Carolina Marcondes**

Ana Carolina was born and raised in Rio de Janeiro, Brazil, where she completed her BBA in 2003. She was employed in the mining and oil industry for 8 years, developing her skills and knowledge in business, logistics and supply chain. Ana wants to leverage her past work experience, coupled with an MBA in Arts

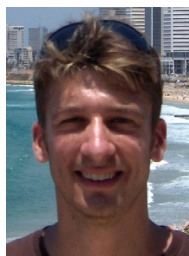
and Media and Strategic Management, to pursue a career in the arts and entertainment sector, which is her passion. She is the recipient of a Schulich Entrance Bursary.



### **Daniel Rattner**

After graduating with a BA in Economics and Film Studies from the University of King's College in Halifax, Daniel began his career at the Halifax Film Company. After returning to Toronto in 2006, Daniel joined Individual Productions Inc., a boutique production company specializing in innovative comedy and documentaries.

Most recently, he was the Associate Producer on a six-part television documentary series for VisionTV. Daniel is pursuing an MBA in Arts and Media to gain a more formal understanding of business. He is the recipient of a Schulich Entrance Bursary.



### **Adam Walker**

Born and raised in Winnipeg, Adam Walker received a BSc from the University of Manitoba in 2006. Adam spent the next few years working in a variety of mentorship roles, including a position as a math tutor for high school students. With a passion for writing and performing music, Adam entered into the Schulich MBA program in

2008 to combine his leadership and artistic experiences with a business education in Arts and Media Administration. On graduation, Adam hopes to promote and guide young artists to successful positions in the recording industry. He is the recipient of the Semour Schulich Entrance Scholarship in Arts and Media.



### **Julie Whelan**

Originally from Vancouver, Julie completed her BA in English Cultural Studies at McGill in 2002 and moved to London, England to pursue a career in book publishing. After six years in the marketing departments at Random House and HarperCollins (working on everything from diet guides to prize-winning novels), Julie returned to Canada

and managed publicity and promotions for the online magazine VitaminDaily.com and boutique pr firm TaitPR. In 2008, she decided to join the Arts & Media program at Schulich to discover new opportunities in arts marketing and administration. Julie is the recipient of a Schulich Entrance Bursary.

## Congratulations to... 2008 Internship Award Recipients



### Neil Middleton

A native of Saskatoon, Neil moved to Montreal in 2001 to pursue composition studies at McGill. Neil then worked both as a freelance musician and as Technical Director at Pollack Concert Hall. His experiences with struggling musicians prompted him to enter the Arts and Media MBA, to learn how to connect artists with the

resources and audiences they need. The recipient of the Stuart McAllister Internship Award and a Pickering Bursary, from the Corporation of Massey Hall and Roy Thomson Hall, Neil put his MBA training to work this past summer developing a new media strategy for the Montreal-based SMCQ. He is eager to start his career in arts management upon graduation.



### Xiaoyu (Alex) Wang

After completing a BA, Journalism and a BLaw, Politics in China, Alex spent over six years as a journalist, most recently for China Centre Television (CCTV) where he was a journalist/editor/director/producer covering major sporting events including the Olympic games. He returned to school as a member of the inaugural class of the new Combined

MBA program between the Guanghua School of Management (in Peking) and Schulich. After completing his first year at GSM, Alex came to Schulich to complete his second year of MBA studies. The recipient of the Imasco Internship Award and George Gardiner Internship Award, he spent last summer in Canada interning at the Toronto International Film Festival where he worked in the sales and industry centre building on his international education and experience.

## Battle of the Bands

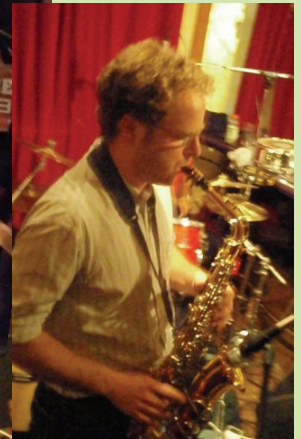
By Adam Walker

Upon entering the MBA program, I resolved to put aside my instruments and plug in my newly-purchased laptop. Ironically, I was blindsided by the reservoir of musical talent hidden beneath the surface of the blazers and ties in the Marketplace. My first-term section housed guitarists, bassists, drummers and vocalists: a plethora of artistically capable individuals in pursuit of business educations.

The Schulich Battle of the Bands, organized by the Arts and Media Management Club to promote and channel our peers' musicianship, united MBA students in a night of celebration. The concept was simple, with a first year band opening the night and a second year group closing it. The winner was not decided by the traditional format of dollars or revenues – but by decibels. The crowd chose their favourite act by an end-of-the-night roar, and each year scrambled to find support for their classmates for the February 6<sup>th</sup> event held at Pauper's Pub.

The first year band, *Rockanizational Behaviour*, consisted of five rookie students performing an eleven song set of crowd pleasers. The second year trio, titled *Fresh Off the Boat*, presented a selection of originals and covers. With numerous guest appearances, including a saxophone and guitar war-of-solos, *Fresh Off the Boat* claimed the tinfoil crowns and dollar-store trophy.

The Battle of the Bands proved to be an immensely successful fundraiser for the Arts and Media Management Club, with the earnings applied to the 2009 spring Arts and Media Conference. The club looks forward to establishing a yearly tradition where business students can express themselves in a shared evening of music.



## Awards, Honours and Achievements

**Leanne Atkinson ('00)**, General Manager of the Thunder Bay Symphony Orchestra, has become President of the Thunder Bay Arts & Heritage Alliance, a coalition of professional managers of cultural, arts, and heritage organizations and programs of the City of Thunder Bay, working on common issues, advocacy and awareness.

**Pat Bradley ('86)**, Founding Chair, launched CADAC (Canadian Arts Data/ Données sur les arts au Canada) in the fall of 2008. CADAC is a national web-based financial and statistical database for use by arts organizations and their public funders. In the works since 2003, and in active development over the past two years, CADAC currently counts nine national, provincial and municipal funders as full partners. Arts organizations enter data in a central location, where it can be accessed electronically by the agencies that fund the organizations. As well as a tool for assessment, the data is a powerful research resource. To date, 650 arts organizations have registered and it is expected that 2,000 organizations will be part of CADAC by the end of CADAC's first three years.

**Keith Clarkson ('93)**, Executive Producer, Xenophile Media, celebrates the recent production of the M.I. High Game for BBC, which has been nominated for the 2009 International Interactive Emmy® Award and for the 2009 Rose d'Or in the new category of multi-platform.

**Keith Durrant ('92)**, Co-Founder and President of *ecentricarts inc.* is proud to announce that their cyber-exhibition *Digital Threads*, produced for the Textile Museum of Canada, has been honoured with the bronze medal at the Festival International de l'Audiovisuel & du Multimédia sur le Patrimoine Competition 2008 and an Ontario Association of Art Galleries Web Award 2008 and was nominated for a Webby Award in Excellence in NetArt 2008. *ecentricarts* has been recognized by the Ontario Museum Association with a 2008

Award of Excellence for achievements in collection access and digitization, online engagement and new media development.

**Laurel Smith ('93)** was chosen to be one of two directors participating in the Shaw Festival's Directors Project last season. She assisted Christopher Newton, and also directed a studio production of "Overruled." This summer, she will be directing Bernard Shaw's "Candida" with her company, Burning Passions Theatre, as part of the Fringe Festival of Toronto.

**Ira Wagman ('98)** has received tenure at Carleton University, where he teaches Communication Studies in the School of Journalism and Communication. He recently received a Standard Research Grant from the Social Sciences and Humanities Research Council of Canada for "Channelling Dialogue: Canadian Farm Forum Radio, UNESCO, and the Dream of Global Communication, 1945-1960."

**Kevin Wagman ('98)**, Vice-President of Segal Communications, was named the 2009 Canadian Event Professional of the Year at the Star Awards Gala. Hosted by the Canadian Event Perspective, the Star Awards recognize outstanding achievement in Canadian special events.

**Jinny Yu ('02)**, Assistant Professor, Visual Arts, University of Ottawa, had two solo exhibitions in 2008, each with accompanying catalogues: *Ceiling Painting (A tigress' wedding day)*, Galerie AXENÉO7, Gatineau, Quebec, and *Story of a global nomad*, Galerie Art Mûr, Montreal, Quebec. In February 2009 her work was also included in a group exhibition: *Construction Work*, along with Lorraine Gilbert and Josée Dubeau, curated by Sandra Dyck for the Carleton University Art Gallery. She is the subject of: *Jinny Yu*, with essays by Antonio Foscari, Emily Falvey and Édith-Anne Pageot, University of Ottawa Press and Éditions Art Mûr, 2008. [www.ccca.ca/artists/jinny\\_yu](http://www.ccca.ca/artists/jinny_yu)



**Brian Goldenberg ('08)** has recently celebrated the release of the inaugural CD from his brass quintet, *Magnus Brass*. The CD features Ali Ariburnu (trumpet), Brian Goldenberg (trumpet), Crystal Mallory (French horn), Morgan Russell (trombone) and Katherine Sandomirsky (tuba). To purchase, contact: [briangoldy@yahoo.com](mailto:briangoldy@yahoo.com).



**Bill Poole ('73)**, Director of the Centre for Cultural Management at the University of Waterloo, is organizing the second *Technology in the Arts Conference* in Stratford, June 7 to 9, 2009. The conference will examine innovative work at the intersection of technology and the arts and heritage sector and discuss potential uses for technology in cultural management. The conference is being held simultaneously with its sister conference, Canada 3.0: Defining Canada's Digital Future. For further information please go to [www.technologyinthearts.ca](http://www.technologyinthearts.ca).

Congratulations to **Elan Baron** on his recent marriage and to our alumni and their spouses who have recently welcomed children into their families:

**Clare Cowling (Cockell)**  
**Jeff Dutrizac**  
**Lisa Freeman**  
**Rebecca Langstaff**  
**Kelly MacIntosh**  
**Mike Wallace**





**On Monday April 27th, 2009 Arts and Media Alumni, faculty, advisory board and staff gathered at Grano in Toronto to socialize and catch up on the year's events.** For those of you who attended, it was great to see you! For those of you who were unable to attend, we would love to be in touch. Please let us know your news via email, Facebook or LinkedIn.



## “Who’s Where?”

**Claire Gillis ('08)**  
Research Analyst, Licensing  
& Distribution  
Access Copyright

**Brian Goldenberg ('08)**  
Independent Theatre  
Producer/Music Director

**Allison Noseworthy ('08)**  
Production Assistant  
Cultural Olympiad, Vancouver  
2010 (Vancouver)

**Meghan Roberts ('08)**  
Analyst  
Paul Audley & Associates

**Jessica Whitford ('08)**  
General Manager  
Tribal Crackling Wind and  
blackandblue dance projects

**Richard Bloom ('07)**  
Project Manager  
Rogers Media

**Kevin Lee ('07)**  
Strategic Marketing Manager  
Ringier Pacific Ltd.  
(Beijing, China)

**Chris Murphy ('07)**  
Project Manager,  
Development & Alumni Affairs  
Schulich School of Business

**Angela Nelson-Heesh ('07)**  
Development &  
Communications Manager  
Canadian Music Centre

**Josiah Rothenberg ('07)**  
Studio Administrator  
National Film Board, Ontario  
Centre

**Jennifer Lam ('06)**  
Manager, Senior Marketing  
Analyst, Front of the Line &  
Advertising, American  
Express

**Ella Wong ('06)**  
Corporate Development  
Manager Toronto  
Mendelssohn Choir

**Kristian Grostad ('05)**  
Financial Analyst  
Westfield Group  
(Australia)

**Keith Gordon ('04)**  
Director, Sales & Marketing  
VitaSound Audio Inc.

**Melissa Judd ('02)**  
Director, Student Services &  
International Relations  
Schulich School of Business

**Colleen Smith ('02)**  
Director of Operations  
The Corporation of Roy  
Thomson Hall and Massey Hall

**Sheldon Grabke ('01)**  
Associate Director,  
Admissions (IMBA, PhD &  
Special Programs)  
Schulich School of Business

**Simon Parker ('01)**  
Department Head:  
Marketing, BBA,  
Sprott-Shaw (Vancouver)

**Stephen Foster ('01)**  
Cultural Facility & Program  
Coordinator  
Nineteen on the Park

**Jason van Eyk ('00)**  
Ontario Regional Director  
Canadian Music Centre

**Moonlake Lee ('98)**  
Director  
Specialist Dental Group  
(Singapore)

**Daisy Thomas ('98)**  
Financial Analyst  
Export Development Canada  
(Ottawa)

**Du-yi Leu ('97)**  
Director, Regulatory Affairs  
CTVGlobemedia

**Janice Obriain ('97)**  
Manager, Venture Connection  
Simon Fraser University  
(Burnaby)

**Michael Malone ('95)**  
Principal  
Cerulian Consulting

**Laura Michalchyshyn ('93)**  
President and General  
Manager  
Planet Green, Discovery  
Communications (New York)

**Margaret McGuffin ('91)**  
Director, Licensing and  
Distribution Services,  
Access Copyright

**Debra Lary ('86)**  
Policy Coordinator, Strategic  
Policy and Planning  
Ministry of Culture

**Jerry Smith ('86)**  
Executive Director  
Performing Arts Burlington



## Notes from the Front

By Douglas Barrett

When faced with a complete lack of recognition on my introduction to new colleagues at Schulich, all I could think to say was “I’m the new Trina McQueen”.

This seemed to establish my identity to the satisfaction of everyone - except me. For someone who works hard to be himself, it is frankly tough to be seen as the second somebody else. When extraordinary credit is due to that somebody else, however, it is also a little flattering to be accepted in that light.

So, what prepared me to accept the CTV endowed Broadcast Management Chair at Schulich? I had been a 20 year partner at a Bay Street law firm, and then CEO of a television production services company. I had a Masters in Broadcast Management from the Newhouse School of Communications in Syracuse, and experience as a lawyer at the CRTC in Ottawa. I was the Board Chair of the Canadian Television Fund during four very controversial years. While all this gave me the requisite background for my new task, structuring a worthwhile classroom experience for a group of high performing graduate students brought a steep learning curve.

When I joined the Schulich faculty last July, things came in a bewildering rush. During the pre-class phase that Trina once described as “hysterical desperation,” Joyce Zemans was a tremendous ally. She was direct, useful, plain spoken and relentlessly encouraging. I was also unspeakably grateful to Kathleen Welsby for her gracious willingness to help, and particularly for her steadfast politeness in response to the stupidest questions a human has ever asked. The highlight of the summer was “Prof School”, four intensive days at a program called *NFTY* (New Faculty Teaching at York). The seasoned faculty who came from all corners of the University to assist with the program shook every preconception I had about teaching and inspired many great ideas.

In structuring *Managing in the New Broadcast World*, I decided to continue the successful “Adopt-an-Executive” program introduced by Trina. Students found their visits and

interviews with senior television executives to be the most rewarding experience in the course. Their assignment was to report on the nature of the executive’s work and the strategic challenges facing his/her organization. As well, guest lecturers for the formal coursework included Ivan Fecan, President of CTVglobemedia, whom we met at CTV’s downtown facilities, Jean-Pierre Blais, the Assistant Deputy Minister of Canadian Heritage, Rob Dilworth, CTV’s Vice-president of Research, and Trina herself.

In addition to fostering a strong in-class experience for the students, we collectively kept a close eye on dramatic developments unfolding in the television world, particularly the apparent economic collapse of conventional broadcasting and the explosion of on-line. In November, three students joined me at the International Institute of Communications annual Canadian conference in Ottawa for two days exploring these issues with key leaders from the television world.

My role as CTV professor brought opportunities in Schulich and the larger university community as well. As part of the *Executive Education Centre’s* management training program, I spoke to a group of senior Chinese communications business executives on current issues in Canadian and North American media management. At the *Connect 2008 Alumni Forum*, I participated on a panel, moderated by Joyce Zemans, with Trina and former CHUM President Jay Switzer, in which my presentation focused on the “Perfect Storm” of forces affecting the television industry today. I also guest lectured in: the *Entertainment and Sports Law* course at Osgoode Law School; *Current Issues in Broadcasting Policy* in York’s Program in Communications and Culture; *Communications Policy* at Schulich; and, the *Media Production Professional Seminar* at Ryerson’s Faculty of Communication Arts and Design.

On the personal side, I made strong connections with 15 extraordinary individuals in my course, including three MBA exchange students from France, and with a wide and impressive range of Schulich and York faculty and students. I am most grateful to have found myself in the midst of such an interesting, exciting and engaging community!

*Douglas Barrett is Schulich’s Visiting CTV Professor in Broadcast Management.*



## Welcoming... Pat Bradley

We are thrilled to announce that Pat Bradley (ARTM '86, B.A. Joint Hons English and History, Concordia) has joined the faculty and is teaching *Issues in Arts*

*and Cultural Management*. Pat is the Theatre and Compass Officer at the Ontario Arts Council, where she has also been Research Manager and Arts Service Organizations Officer. At OAC she has written studies on the dance and visual/media arts sectors and the role of women in leadership in Canadian theatre. She was Executive Director of PACT for nine years, during which she participated in negotiating seventeen collective agreements and addenda; organized nine annual conferences, including the first ever National Theatre Conference; and researched and wrote the first edition of

Human Resources in the Canadian Theatre. Prior to PACT, she worked for both the province of Ontario (Ministry of Culture) and the (former) Municipality of Metropolitan Toronto in granting and policy, and as Executive Director of PWAC (Professional Writers Association of Canada).

In her volunteer life, Pat serves as chair of CADAC, the national arts database, is a member of the Steering Committee of the Ontario Non-Profit Network (ONN), and is a member of two ONN task forces on the Ontario Corporations Act and accounting standards for non-profit organizations. She is a Past President of the Canadian Conference of the Arts, past board chair of the 12 Alexander Street Theatre and was a board member of STAF, Small Theatre Administrative Facility.