



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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Thoughts on the Future of Music and Industry

David Weitzner MBA '98

In case you haven't heard, the music industry is in turmoil. The artists are saying it. Journalists have been screaming the sentiment in headline after headline. Even the record company executives are wondering aloud what their jobs will look like in the next few years, should they still have them. It seems that everybody has expressed an opinion on the future of the business of music except for, well... business strategists.

I noticed this apparent lack of business theory research on the state of the record industry a few years back when I was still working in the field. Subsequently, I began a minor research project for purely practical purposes. Over the past two years, however, this project has grown to become a vital part of my academic work as I returned to Schulich to complete a Ph.D. in strategy.

I am now finishing off what has become a massive project that involves scores of interviews with industry-insiders, retailers, musicians, senior executives, junior employees, artist managers and anyone else who might have an opinion that matters. My objective was to find out if there was a strategic solution to this crisis. I now believe that there is. The question that has not been answered is whether or not anyone in the industry will have the fortitude for the leadership that solving this crisis will require.

Changes in the environment of the music industry need to be responded to with changes in the values and assumptions of individuals within the

industry. It will not be easy. The orientation of managers and executives at the major record labels will require a major shift. The primary drivers of industry assumptions are radically changing. New technologies are changing the competitive environment. Retail is changing with the growing strength of the big-box model. Customer requirements are changing as the music consumer has quickly embraced the new technologies. Support for file swapping and burning has even led to changes in societal expectations of the industry.

I have found that, for the most part, core beliefs on business are virtually identical among managers across the different labels. This has resulted in the strategic sluggishness of the industry as a whole. The homogeneity of beliefs has led to insularity in the industry, as managers identify similar strategic issues and adopt similar competitive positions.

There are solutions to be found in the history of management thought, but one label or management team needs to emerge as the industry leader. What I intend to find out next is if anyone out there really cares to listen to the business strategists. Or will our interests in this problem be relegated to musing on what could have been...

*David Weitzner has worked in varying capacities in the music industry and continues to be involved as a consultant. He is currently a Ph.D. candidate at Schulich, in the field of Policy/Strategy.
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Welcome Heather Clark

We would like to welcome Heather Clark (BMusic, McGill, MBA, State University New York) as a new instructor to the program. Heather has joined our already outstanding team as co-director, with Steve Ord, of the Arts and Media program's capstone course *Advanced Seminar in Arts and Cultural Management*.

Director of Marketing and Development at the Corporation of Massey Hall and Roy Thomson Hall, Heather brings a strong management background to the program.

Arts & Media Internship Scholarship Recipients



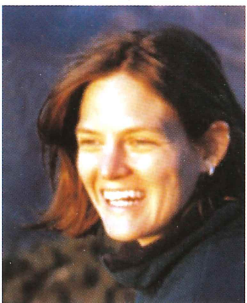
Melisa Gill, Imasco Internship Award

Originally from Montreal, I came to the Schulich School of Business with an honours Bachelor's degree in Film Studies and Women's Studies from Queen's University. At the beginning of the Arts and Media program, I became keenly interested in the broadcasting industry in Canada. Through the guidance of my mentor, I secured an internship at Canamedia Ltd., a television distribution and production company in Toronto. Along with Canamedia's documentary catalogue, the company has also become a leading distributor of lifestyle programming and adventure/outdoor shows. Other categories licenced include drama series, TV movies, musicals, jazz, and children's programming. Over the course of my four-month internship, I was the assistant in both the U.S. and International Sales and Acquisitions Divisions. I also worked on a project geared at distribution opportunities in French Canada. I would like to recognize and thank Imasco for this opportunity.



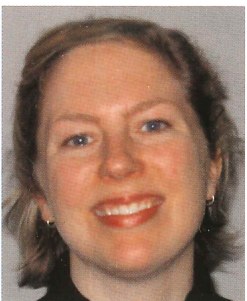
Tracey Mack, Imasco Internship Award

I have always been very interested in the field of film and television. Prior to my MBA at Schulich, I completed my BAA in Radio and Television Arts, and worked sporadically in the field, mostly in self-driven projects. The Imasco Internship Bursary allowed me to do an internship at Bardel Entertainment in Vancouver. As the Production Coordinator/Acting Producer for "The Mr. Dink Show", I was responsible for running the entire production, from working with funding agencies and broadcasters, to managing a team of in-house artists and out-source companies, ensuring the production remained on schedule and on budget. The internship at Bardel allowed me to not only gain valuable experience working within a larger company in the industry, but also introduced me to the field of animation, which I believe will be a strong asset in the future, due to my interest in children's television. I would like to thank Imasco for their support.



Liz Phillips, Bickell Internship Award, Imasco Internship Award, Onex Award

After studying Linguistics at Queen's and Journalism at Ryerson, I worked for two years at Chapters Online, first as a writer/editor, and then in the merchandising area. It was here that my interest in business and the MBA was piqued. I chose York precisely because of its Arts and Media Administration program, and was especially excited about the support given to the internship experience. My own internship has been with the CBC, working on the CBC Literary Awards, a large but largely unknown competition for short fiction, poetry and travel literature. I have had a chance to apply many of my MBA lessons on the job and it's been an invaluable chance to see arts administration in action. I am very grateful for the Bickell Internship Award, the Imasco Internship Award and the Onex Award for supporting this unique experience.



Andrea Seaborn, Imasco Internship Award

I graduated from the Ontario College of Art and Design and have an honours BFA in Visual Arts from York University. I have worked and volunteered extensively in the arts and media sectors. During the summer of 2002, I interned in the marketing department at the Art Gallery of Ontario. To my surprise and delight, at the end of the internship, the gallery offered me a full time position. I am now a part-time MBA student in the Arts and Media program and the Marketing Coordinator at the Art Gallery of Ontario. I couldn't be happier! I would like to thank Imasco for their generous support.

Arts & Media Recognition

Commemorative Medal, Golden Jubilee of Her Majesty Queen Elizabeth II

Of the 19 Canadian recipients of the Commemorative Medal for the Golden Jubilee of Her Majesty Queen Elizabeth II awarded through the auspices of the Canadian Conference of the Arts, four were connected to Schulich's Arts and Media Administration program -- alumna **Pat Bradley**, advisory board members **Mallory Gilbert** and **Keith Kelly** and program director **Joyce Zemans**. This honour reflects their contributions to Canada through their work in the Arts.



In Toronto for the Queen's awards ceremony were Joyce Zemans, Michael Dobbin, Pat Bradley, Sandra Tulloch, Mallory Gilbert and David Silcox (not pictured, Keith Kelly)

Kudos

Congratulations are also in order for alumnus **Keith Durrant** and *ecentricarts*, whose www.art2life.ca web design received the Education/Information/Training Award, as well as Best of Show, at the International New Media Festival. Marketing Magazine also bestowed upon *ecentricarts* the honour of best B2B e-commerce site for their Grand & Toy site design.

At the recently introduced Pfizer Awards for Emerging Arts Managers, **Janice OBriain**, General Manager of Kaleidoscope Theatre Group and Chair of ProArt (Professional Arts Alliance of Greater Victoria, which represents 14 local professional arts organizations) received kudos for her achievements.



Joyce Zemans, Janice OBriain and Wendy Reid at the 2002 Pfizer Awards

Order of Canada

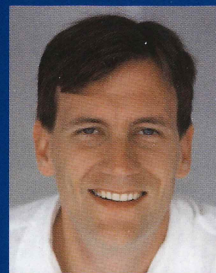


Joyce Zemans, the Director of the Arts & Media Administration program, has been appointed a Member of the Order of Canada by Governor General Adrienne Clarkson.

The Order of Canada was established in 1967 to recognize outstanding achievement and service in various fields of human endeavour. It is our country's highest honour for lifetime achievement

As the Order of Canada citation states: "[Joyce] has been tireless in her efforts to cast light on the often-overlooked artistic contributions of women during this period. Curator of several important touring exhibits, she has served as an advisor to a number of arts organizations. Her administrative leadership and resolve became evident during her tenure as Director of the Canada Council for the Arts, where she deftly guided it through a period of economic restraint. University Professor at York's Faculty of Fine Arts and the Schulich School of Business, she continues to shape our national cultural landscape."

Lawrence Bloomberg Entrance Award



Michael Brown is the recipient of Schulich's Lawrence Bloomberg Entrance Award. The Bloomberg Award, valued at \$10,000, is presented each fall to an entering MBA student with an A average in previous academic work, who has demonstrated leadership in extra curricular life and community involvement.

Mike came to Schulich with a BA in Communications from Concordia University and nine years experience at radio stations in Montreal and Toronto. His last stop was 97.3 EZ Rock, where he was producer of the morning show and host of a daily entertainment feature called "The Brown Bag". He chose the Schulich MBA because of the Arts & Media program, and says: "While the creative side of media is fun, it has many limitations. I felt it was time to acquire the skills I would need to succeed in a management position."

CTV Donates \$1.5 Million to Create Endowed Professorship in Broadcast Management

Recognizing the rapidly-changing landscape of Canadian broadcasting and the need to train business professionals in the field, York University is creating an endowed professorship in broadcast management, made possible by a \$1.5 million donation from CTV to the York University Foundation.

The CTV Professorship in Broadcast Management will begin as a visiting professorship in the Arts and Media Administration program at the Schulich School of Business and the Joint Graduate Program in Communication and Culture in York's Faculty of Graduate Studies. The first visiting professor is expected to be appointed in time for the 2003-2004 academic year.

"We are pleased that CTV has recognized the importance of advanced education in broadcast management and has

identified York University as the appropriate university to develop a program in this area," said York University President and Vice-Chancellor Lorna R. Marsden.

Ivan Fecan, president and CEO of Bell Globemedia and CEO of CTV Inc. said, "This Professorship in Broadcast Management puts in place an essential management training element so vital in our ever-changing industry and CTV is proud to have initiated it at York."

The professorship was created to provide learning opportunities for people involved in the management side of broadcasting and to assist them advance within the profession. The \$1.5 million is part of a benefits package created when Bell Globemedia purchased Report on Business Television.

Great Arts = Great City

By Stacey Sinclair MBA '99

In 2001, Toronto Arts Council/Foundation commissioned an independent study to determine the size of the gap between current arts sector operating revenues and revenues needed to operate efficiently. The startling gap was \$45 million annually.

This figure made clear what we already knew; the non-profit arts sector in Toronto is in crisis mode, despite the fact that this crisis is often hidden behind artist ingenuity and self-sacrifice. We know the artists in this city are extraordinarily talented and capable - imagine what they could do if they were properly equipped.

To address this crisis, the Toronto Arts Council/Foundation developed Great Arts = Great City, a new initiative aimed at eliminating the arts sector revenue gap within 10 years time.

On February 4th, Great Arts = Great City was launched at City Hall with Toronto celebrities and arts supporters gathering to recognize the importance of this new initiative. Jane Jacobs, Karen Kain, David Mirvish, Sonja Smits and Paul Gross spoke about how the arts were instrumental in creating a vibrant and competitive city. "If we want a creative city, instead of a moribund city, we must nurture the arts - not only the heritage arts from the past, but those arts of the present," said Jacobs.

Great Arts = Great City has two main objectives - to increase awareness of the value of arts in building a great city, and to generate additional operating revenues for the arts sector. To help reach these goals, the Foundation has developed a

number of programs: these include Toronto Arts in the Workplace; the Toronto Arts Auction; the Toronto Arts Fund; the Toronto Arts Advisory Panel; Toronto Arts Online and the Toronto Arts Coalition.

The Toronto Arts Coalition is an integral component of Great Arts = Great City, dedicated to increasing awareness of the value and importance of the arts in Toronto. The Coalition is an internet-based group of ardent arts supporters - over 1000 members strong!

Through the Coalition website, and the Coalition newsletter, members are connected with personalized e-mail links to their elected government officials. Members are encouraged to communicate to their representatives, in their own words, their personal views regarding the arts in Toronto. Elected officials have told us that they do not hear from their constituents about the arts - the Coalition was created to facilitate this communication. We know there are thousands of people out there who care about the arts. To learn more about the Toronto Arts Coalition, and to join, go to www.torontoartscoalition.org.

If you wish to read the full proposal for Great Arts = Great City, please visit the Toronto Arts Council website at www.torontoartscouncil.org. A link to the document is provided on the home page.

Stacey Sinclair, MBA '99, is Marketing and Communications Officer for the Toronto Arts Council Foundation.

Arts & Media Graduates

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

June 2002

David Allard
Iris Bagola*
Anne Cobban
Rebecca DiPasquale*
Melissa Judd
Huei-Chi (Angie) Lin
Catherine Longfield*
Tracey Mack*
Lisa Perelman*
Ruth Schreier*
Colleen Smith*
Darrel Steele*
Lumin Yao
Myung Jin (Jinny) Yu**

November 2002

Leanne R. Atkinson*
James Cheng

* Arts and Media Diploma
** MBA/MFA



June 2002 Convocation (left to right): Joyce Zemans, Iris Bagola, Rebecca DiPasquale, Darrel Steele, Ruth Shreier, David Allard, Lisa Perelman



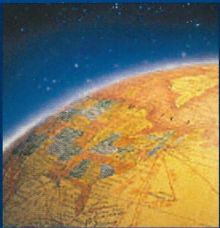
November 2002 Convocation (left to right): Joyce Zemans, Leanne Atkinson



June 2002 Convocation (left to right): Joyce Zemans, Lumin Yao, Anne Cobban, Wendy Reid



June 2002 Convocation (left to right): Joyce Zemans, Rebecca DiPasquale, Wendy Reid, Tracey Mack, Melissa Judd, Darrel Steele, Brenda Gainer, David Allard, Catherine Longfield, Anne Cobban



"Who's Where?" Alumni News

1981 - **Tina Dallas**, Business Manager of E-Learning, TVO

1987 - **Margaret Eaton**, General Manager, Canadian Magazine Publishers Association

1989 - **Francisco Alvarez**, Manager of Media Relations and Public Affairs, Royal Ontario Museum

1989 - **Len Pendergast**, Director, Tax Credits, Ontario Media Development Corporation

1993 - **Keith Clarkson**, Director, New Media Unit, Telefilm Canada

1993 - **Clarke MacIntosh**, President & CEO, Frederick Harris Music Company/RCM Examinations

1995 - **Baron Manett**, Director, Client Development, Segal Communications

1996 - **Robert Haiat**, Director of Business Operations, Alliance Atlantis

1997 - **Du-Yi Leu**, Business Analyst, English Market, Canadian Television Fund

2000 - **Stephen Foster**, General Manager, Toronto Mendelssohn Choir

2000 - **Lisa Freeman**, Consultant, Paul Audley & Associates

2000 - **Fang Sheng**, Business Analyst, Amati Conservatory (New Jersey)

2001 - **Tom Alexander**, Product Manager, Mongrel Media

2001 - **Francesco Cipolla**, General Manager, Ballet Creole

2001 - **Michelle Perritt**, Project Manager, Co-Marketing, Television, Corus Entertainment

2002 - **Lisa Perelman, Jr.** Account Manager, Lowe RMP

2002 - **Colleen Smith**, Director of Finance & Education, Tafelmusik Baroque Orchestra

2002 - **Leanne Atkinson**: Publications & Publicity Manager, Kitchener-Waterloo Symphony

2002 - **Rebecca DiPasquale**, Asst. to the Director of Programming, Bravo, Space & Drive-in Classics (Chum City)

2002 - **Melissa Judd**, Marketing Coordinator, Toronto International Film Festival

Don't Miss This Years...
*Arts & Media
Alumni Dinner*

Monday, May 12th,
Grano Caffe Forno,
2035 Yonge Street, Toronto
RSVP Kathleen Welsby
(416) 736-5217

Life after YORK

By Keith Gordon

On December 3, 2002, the Arts and Media program presented the annual "Life after York" event in the PWC lounge. It was an engaging evening of life stories from Schulich and after York.

Current MBA students reported that the evening was very positive. For **Rebecca Chesley**, the real benefit was hearing stories that reflected the light at the end of the tunnel. The evening was not about practical techniques or tools for success; rather it provided an opportunity to interact with those who had come before us and made it out the other side.

Alisson Larrea enjoyed the overall perspective the evening afforded. She was pleased to see the diversity of backgrounds of Schulich Arts and Media MBAs and the variety of their endeavours upon emerging from the program.

Nikki Yassemi found the alumni comments very insightful, especially for those of us who had only been in the program a few months. She appreciated the advice on networking and internships - many alumni stressed the value of internships as an opportunity to figure out career directions while gaining invaluable experience. The value of an Arts and Media internship is not found in the job title or remuneration, but in the experience.

Many of the panelists also stressed the importance of volunteer work within the arts and non-profit sectors. As well as serving the community, volunteers learn new skills and improve networking opportunities. Volunteering benefits everyone.



Clockwise from top left: Jason Van Eyk, Rebecca Chesley, Jonathan Gould, Jonathan Page, Michelle Perritt, Beth Waldman

Special thanks go to the organizers of the event and the six alumni who graciously participated: **Michelle Perritt**, Manager, Co-Marketing, Television, Corus Entertainment; **Jason Van Eyk**, Marketing Coordinator, Harbourfront Centre; **Beth Waldman**, Manager, National Media and Artists Relations, Universal Music Canada; **Robert Haiat**, Director, Business Operations, Alliance Atlantis Entertainment; **Keith Durrant**, Bizman/President, ecentricarts inc. and **Kelly MacIntosh**, Advertising Manager, Mirvish Productions.

Keith Gordon is a first year MBA student. A native of Winnipeg, Keith returned to academia after a successful career as an audio engineer and entrepreneur. His plan is to pursue a career in the music industry.

Ways Alumni Can Participate

Arts and Media Intensive Workshops

For the past two years the Arts and Media program has offered one day workshops which complement and supplement the Arts and Media course offerings. The workshops also provide alumni with an in-depth look at current issues and offer an opportunity to update and acquire new skills.

In November 2002, alumna **Tina Dallas** steered a group of current students, alumni and guests from other faculties through the maze of "Rights Management in a Digital World". We spent the morning covering the basics of copyright and rights management and in the afternoon, we explored how these theories are applied in the specific instance of the digital world.

In March 2003, alumnus **Len Pendergast** offered a one day workshop on "Film and Television Production in Canada". The workshop provided participants with information on key issues in pre-production and an in-depth discussion of the production stage and the tools producers use to monitor productions. The session concluded with an investigation of the final stage of production: distribution and exhibition.

Arts and Media Mentorship Program

The Mentorship Program has become an integral aspect of the Arts & Media MBA at Schulich. Students are matched to mentors, either alumni or other professionals, who share their interests. Mentors help students gain current industry knowledge and provide guidance in establishing career paths. The advice of mentors is invaluable.

Louise Procktor, an accelerated MBA student, comments: "The mentorship program is a terrific value to Arts & Media students! I joined the program to gain insights and contacts, plus to help me figure out exactly what field of Arts & Media I'd like to pursue as a career. My mentor, **Laura Michalchyshyn** at Alliance Atlantis, has been amazing. She helped me discover resources to further my learning of the industry (such as the Women in Film & Television Association in Toronto) and also provided me with contacts to set up informational interviews. She has helped me pursue an internship in television station programming - an area I had little knowledge of before the MBA but which I am thinking of exploring as a career path. I'd highly recommend that everyone in the Arts & Media MBA take advantage of this great program!"

If you are interested in mentoring, please e-mail Kathleen Welsby at kwelsby@schulich.yorku.ca or Joyce Zemans at jzemans@yorku.ca.