



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

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From Classroom to Stage: *The Hockey Sweater* Continues to Score!

By Roberta Smith, '11
*Director, Operations & Education Programmes,
Toronto Symphony Orchestra*

Two years ago I wrote an article titled *From Classroom to Stage: Derivative Rights Project Becomes a Reality* for the Arts & Media newsletter. The article described how the ARTM course, *The Business of Creativity: Managing in the Cultural Sector*, and Steve Ord's assignment on derivative rights provided the testing ground for a project that ultimately resulted in the creation of a new symphonic work for children. Using author Roch Carrier's story, *The Hockey Sweater*, classmates Jennifer Kirner, Neil Middleton and I examined the steps involved in clearing the rights of this Canadian classic to transform it into a derivative work in a different medium. The end result was a 22 minute orchestral work with narration and images premiered by the Toronto Symphony Orchestra in April 2012.

In class, Professor Ord – along with lecturers Brian Wynn and Heather Clark – tried to prepare us for the many legal complexities that one can encounter in transforming works from one medium to another. And thank goodness they did! This particular project was rather complicated. It required clearance of both the French text and the English text, and of two types of image use: still images for electronic use and print collateral (cleared through the book publisher), and performance rights for projecting the images on screens behind the orchestra (cleared through the illustrator, Sheldon Cohen). Once the orchestral version of *The Hockey Sweater* was created, the rights of composer Abigail Richardson had to be considered as well!

I am pleased to report that *The Hockey Sweater* has had 18 performances so far and many more are planned for the 2013/14 season.



Roch Carrier performs 'The Hockey Sweater' with the Toronto Symphony Orchestra in Timmins, Ontario (September 2012). Photo by Rachel Malach, Senior Manager of Orchestra Operations & Tours at TSO and current ARTM MBA student.



TSO musicians stop for a quick game of shinny. The music stops briefly as the orchestra shouts encouragement (as well as insults to the coach)! Photo by Dale Wilcox

"The day you played was the day that I found out that the Toronto Symphony Orchestra was the best live concert I have been to in my life!

I loved the part when you played the Hockey Sweater with the hockey players. It was my favourite part! I felt so happy on the outside and relaxed on the inside! It made me feel good!

...So what I am trying to say, is that you guys are great and you should come back again and I will be the biggest applauder!"

- Grade 5 Student, St. Joseph School,
South Porcupine, Ontario

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From Classroom to Stage

(continued from cover)

In addition to 12 Toronto performances in the spring of 2012, the Toronto Symphony Orchestra took this piece on tour to northern Ontario, performing it twice in North Bay and three times in Timmins in September 2012. To make the project financially viable, the work was jointly commissioned with the Calgary Philharmonic and the National Arts Centre Orchestra (NACO) in Ottawa. Calgary performed the work on September 30, 2012, and NACO will give their premiere performance in January 2014.

Additionally, the Winnipeg, North Bay, Thunder Bay, Vancouver and Victoria Symphony Orchestras have already scheduled this work into their 2013/2014 season, and several other orchestras have expressed strong interest.

Roch Carrier (author), Sheldon Cohen (illustrator) and Abigail Richardson (composer) are great champions of the orchestral version of *The Hockey Sweater*. To date, Abigail has attended every concert, and Roch – with his wonderfully rich voice – has delivered the narration at all 18 performances. The work has been a huge success with audience members of all ages, many of whom loved this work in its original format and have embraced it in this new version.

I am grateful to Professor Ord and his colleagues for offering this very practical course. Starting first as a classroom group project, Roch Carrier's iconic Canadian short story (written in 1979) and Sheldon Cohen's colourful images (produced for the children's illustrated book in 1984) have been given a new life in an orchestral setting in 2012. This original contribution to the canon of children's symphonic literature has already been heard by over 30,000 people.

A Case in Real Time

By Richard Bloom, MBA '07

It's like a business-school case study is being written around me in real time. The traditional media business model is in the midst of significant flux. News brands – once the prime sources of information about politics, trends, sports results etc. – are being forced to change how they operate in a world where anyone, credible or not, can publish online.

For those of us on the front lines of this changing industry, that's a daunting prospect – bringing with it immense personal and professional reward but at the same time potential career risk. And, for those who embrace the changing information and entertainment landscape, this is an amazing opportunity to reinvent ourselves. Instead of shrugging off that change, we can use it as an opportunity to embrace some of the headwinds we're facing, to make them differentiators that can be used to grow audience.

At Rogers Media we're working to do just that – investing time, money and an incredible amount of energy into taking our brands and making them the most-relevant and innovative in Canada. As Director of Digital News, I'm responsible for strategizing and growing the web and mobile components of many of our local-news brands, including CityNews.ca and 680News.com. I also lead a team of digital-only journalists tasked with publishing breaking-news stories to our uber-connected audience.

That's where social media comes into play. Social media – which could be viewed as a headwind to some in our business – has the potential to be a bona-fide game changer for newsrooms. While we've had social sites like Facebook, Twitter and YouTube for a few years now, newsrooms are only now starting to truly embrace this new platform.

And for good reason: social media helps us understand our customers better. That, of course, is the holy grail of any industry – whether it's selling toothpaste or telling stories: know your customer inside and out and you'll be able to best satisfy their needs.

In a word: **relevance**.

A colleague and I recently collaborated on a presentation on why we should not only embrace, but be aggressive in, social media. Here are some of the highlights:

- Social media allows us to connect with and hear from our audience directly – in real-time. No more filters, no more waiting for letters to the editor. The process of having a small group of people deciding what makes news has been turned on its head as we can immediately gauge what our audience cares about.
- It allows us to promote and distribute our work, and get others to do so, on our behalf. Think about the power of the retweet, “like” and share. Korean superstar Psy can vouch for it. So can other content creators who regularly watch stories go viral worldwide thanks to online influencers hitting retweet.
- News consumers are no longer just listeners/readers/watchers. They are also increasingly producers, providing us with the opportunity to instantly acquire amazing content from a newsroom millions of people strong. CNN has proven the value of user generated content (UGC) through its iReport brand. Expect to see news organizations' use of UGC skyrocket.
- People are talking about what we do. We need to listen to – and be part of – that conversation as much as we possibly can. By participating, we can find different voices and angles for stories. More importantly, if we don't participate, we look like we don't care – which can do some serious brand damage.
- It lets the audience share their knowledge with us, and makes our stories better.



We don't always know everything, and sometimes we are wrong – but our audience can help. Talk about powerful tools for newsrooms. Mix in real-time website analytics data, and we can tell you – with what I believe to be incredible accuracy – what's relevant right now.

Some people argue that the traditional news media is in trouble. I argue that in an age of information overflow, the role of a trusted news brand has never been more important. People need credible outlets like ours to turn to help cut through all the noise. Active, strategic, participation in social media will help traditional media stay relevant.

At least, that's how I see this case study playing out.

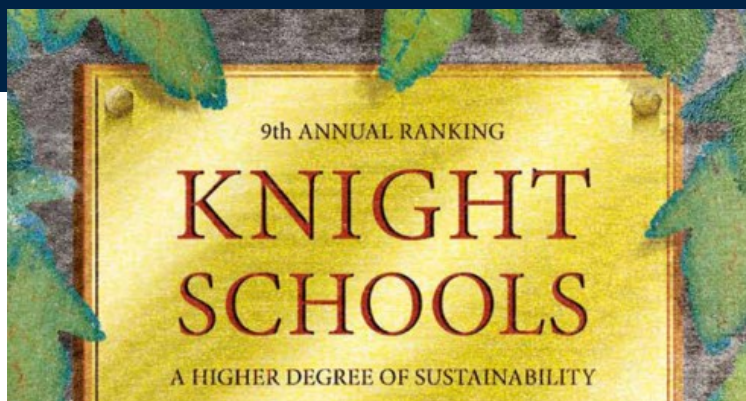
SSB ranked top MBA program in Responsible Business by Corporate Knights magazine

By Beth Marlin

For the ninth consecutive year, Corporate Knights, the world's largest circulation magazine with an explicit focus on corporate social responsibility (CSR), has named the Schulich School of Business the top-ranked MBA program in Canada. The Corporate Knights annual survey assesses how well Canadian business schools are integrating sustainability issues, including environmental and social management concerns, into the curriculum.

Schulich ranked first overall with a score of 86.25 per cent, and was one of only five MBA programs in Canada to score higher than 50 per cent. Among schools offering MBA programs, Concordia University's John Molson School of Business ranked second with a score of 63 per cent; followed by the Alberta School of Business at the University of Alberta, with a score of 60 per cent; the Desautels Faculty of Management at McGill University, with a score of 58 per cent; and the Sauder School of Business at the University of British Columbia, with a score of 52 per cent. A total of 34 programs across the country were ranked by Corporate Knights.

"We're pleased that we have once again been rated number one in Canada and are ranked among the world's leading schools in this area of management education," said Dezső J. Horváth, Dean of the Schulich School of Business. "There is a growing awareness that economic issues are rarely isolated from social, political and environmental considerations. The Corporate Knights ranking measures how well Canadian MBA programs are preparing students for this new reality."



The national ranking measured three main areas of business school activity: faculty support, student involvement and coursework. Schulich placed first in all three categories of measurement, scoring 92 per cent in the category of faculty support; 100 per cent in the category of student involvement; and 76 per cent in the category of coursework.

Schulich's Arts and Media Administration specialization contributed to the school's strong standing in the Corporate Knights ranking, as did Schulich's joint MBA/Master of Fine Arts degree programs and its graduate diploma program in Arts and Media Administration. The survey also recognized the social impact of seven scholarships and financial awards available exclusively to MBA and IMBA students enrolled in the Arts and Media specialization.

The 2012 ranking results are published in the magazine's "Education Issue" and are available online at www.corporateknights.com.

Grant Writing in the Arts

By Heather Meek

On November 17, 2012, students and alumni of the Arts and Media Administration program gathered to learn more about navigating the grant writing process for non-profit arts activities and organizations.

Pat Bradley, Theatre Officer at the Ontario Arts Council (OAC), ARTM faculty member and alum, kicked off the day.

She was followed by Margo Charlton, Theatre Officer at the Toronto Arts Council and Loree Lawrence, Community and Multidisciplinary Arts Officer at the OAC.

The workshop leaders began by breaking down the process of applying for arts grants from publicly funded agencies, and addressed some of the most frequently asked questions. The basic eligibility rules, tips for success and the categories of programs and activities vary widely within and among funders.

The leaders emphasized the importance, in all cases, of an applicant knowing exactly what s/he wants to accomplish and communicating that message in a clear, comprehensive and concise way to a diverse group of peer assessors with a large stack of applications before them. Though the language of an application form can be formal and



Left to right: Margo Charlton, Loree Lawrence, Pat Bradley

intimidating to grant applicants, the importance of speaking in one's own voice was emphasized.

The workshop included a mock grant writing exercise with group presentations and feedback and there was lively discussion throughout the day. Thank you to our presenters for their guidance and insight into this important part of the arts funding process.

Congratulations to our... 2012 ARTM Graduates

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

Ben MacIntosh (MBA/MA)
Azarakhsh Damood
Kathy Koch
Laura Moore
Aditi Oswal (*assoc.*)
Jonas Prupas
Kate Robb (*assoc.*)
Kyle Russell
Jacqueline Sischy
Brandi Sundby (*assoc.*)
Lee-Anne Van Buekenhout (*assoc.*)
Hiroyasu Sudo (IMBA)
Emma Walker (MBA/MA)*

**with ARTM Diploma*



*Top: (left to right) Hiro Sudo, Jacqueline Sischy, Joyce Zemans, Laura Moore, Jonas Prupas, Kathleen Welsby
Bottom left: (left to right) Emma Walker, Joyce Zemans, Hiro Sudo
Bottom right: (left to right) Lee-Anne Van Buekenhout, Kyle Russell*

Introducing.... 2012 ARTM Scholarship, Award and Bursary Recipients

Entrance Awards



Sam Hoffman
Seymour Schulich Entrance Scholarship

Sam is a full-time student in the combined MBA/Master's Program in Film and Media Studies. He received his BA Honours with a specialization in film studies from the University of Western Ontario and his career aspirations focus on work in film and/or television distribution.



Zachary Kornblum
Dean's Entrance Award

Zachary is a full-time student in the combined JD/MBA program. He studied Psychology and English Cultural Studies at McGill University, spending a semester at the University of New South Wales in Sydney, Australia. Zachary has a passion for writing and his most recent play will be performed at the Toronto Fringe Festival in 2013. He intends to pursue a career that will allow him to combine his creative interests with his business and law education, and is interested in working in the film or television industries.



Heather Meek
Marshall A. Cohen Entrance Award
Zemans Scholarship in Arts & Media Administration

Heather is a full-time student in the MBA program. She completed a BFA in visual arts at Mt. Allison and an MFA at the University of Windsor. Heather's interest in arts administration and the non-profit arts sector developed during five years of working in grants administration with the Arts Education, Community Partnerships and Northern Arts offices of the Ontario Arts Council. She has also worked at the National Gallery of Canada as an Information Agent. Heather continues to work as a professional artist.

2012 ARTM Scholarship, Award and Bursary Recipients *continued ...*

Internship Awards



Azarakhsh Damood
Imasco Internship Award

Azarakhsh graduated on the Dean's Honour List from the MBA with a specialization in Arts and Media and Marketing in the spring of 2012. She holds a Bachelor of Architecture from Cornell University and a Masters of Interactive Telecommunications from the Tisch School of Arts (New York University), where she focused on innovative uses of technology in interactive media applications and environments. She came to Schulich with over 10 years of professional consulting experience, working in the fields of new media technologies, architecture and design. Azarakhsh interned at the Royal Ontario Museum as a Management

Associate for the Institute for Contemporary Culture, where she worked closely with the managing director on the creation of a new strategic plan, as well as development of, and programming for, four new exhibitions. She is currently a Senior Innovation Strategist with Idea Couture, a global strategic innovation and experience design firm, where she combines her design school and business school thinking.



Alyssa Fearon
Imasco Internship Award

Alyssa is completing the combined MBA/MA in Art History with a diploma in Curatorial Studies and a specialization in Arts and Media Administration. She received her undergraduate degree from Schulich in marketing and international business. After completing her degree, she worked in advertising before returning to Schulich to pursue her passion for the arts. Alyssa interned at Independent Curators International (ICI), a New York City think tank that connects curators, artists and institutions around the world. As the Special Programs Intern, she gained valuable experience in funding, development strategies and curatorial research.



Shayna Goldberg
Bickell Internship Award, Onex Internship Award

Shayna is in her last year of the MBA with a specialization in Arts and Media Administration. She completed her BA at York in Fine Arts Cultural Studies. Before coming to Schulich, Shayna worked at the Classical Theatre Project advancing from production intern to group sales manager and company manager, progressively assuming more responsibility within the organization. Shayna interned in general management at the Lower Ossington Theatre, where she worked directly with the Executive Director and Producer and developed her expertise in publicity, promotion and marketing. During 2012-13, Shayna

has served as President of the Arts and Media Management Club. She would like to return to the arts sector after graduation, particularly the performing arts, to work in marketing or general management.



Kathy Koch
Stuart McAllister Award

Kathy graduated on the Dean's Honour List from the MBA with a specialization in Arts and Media Administration. She completed her undergraduate degree at the University of Notre Dame, where she majored in Film, Television and Theatre, and Anthropology. Prior to coming to Schulich, she worked as Director of Admissions at the New York Conservatory for the Dramatic Arts. Kathy interned at the Toronto International Film Festival (TIFF) as an Assistant in the Sales & Industry Office, working to match film representatives and key buyers. Her goal is to transition into programming and content acquisitions.



Ricard Montolio-Sopena
Stuart McAllister Award, George Gardiner Internship Award

Ricard is a full time MBA student specializing in Arts and Media Administration. He holds an Honours Bachelor of Electronic Arts and Digital Design, a Masters in Curatorial Practices and New Media Arts and a Bachelor in Philosophy. Ricard came to Schulich with more than five years of experience as Associate Professor in design education at Ramon Llull University in Barcelona. He has also worked as a freelance designer for a variety of design studios. Ricard interned at the Royal Ontario Museum's Institute of Contemporary Culture as a Management Associate, where he had the opportunity to experience a wide

range of innovative management activities in one of Canada's largest cultural institutions and to assist with strategic executive-level fundraising and planning. After completing his MBA, he wants to pursue a career in the arts sector.



Negin Zebarjad
Imasco Internship Award

Negin is pursuing a combined MBA/MA in Art History with a diploma in Curatorial Studies. She earned a Bachelor of Arts with Honours in Art History from Queen's University. Prior to coming to Schulich, Negin spent several years working in sales and marketing. She has worked as a Finance and Accounting Intern at Hapoalim Securities USA, Inc. and as a Curatorial Intern at the Solomon R. Guggenheim Museum, working on the museum's Abu Dhabi Project. Negin's most recent position, for which she received the IMASCO Internship Award, was Project Management Intern at the Art Gallery of Ontario, where she took particular responsibility for The Grange Prize 2012. Upon graduation, she hopes to pursue a career in strategic management in the cultural sector.

Congratulations to...



...**Keith Durrant** (MBA '92) and *eentricarts*, the company he co-founded at the depth of the dotcom crash, on Feb 22, 2000. Today, the web strategy, design and development studio with a passion for arts, culture and the not-for-profit sectors has 35 full time employees in its downtown Toronto office. *eentricarts'* notable achievements in 2012 included:

- Winning a Summit Creative Award for its redesign of the www.KidsHelpPhone.ca website.
- Creating the site for the Governor General's Performing Arts Awards pro-bono (and getting to attend the awards and meeting Pete Townsend from *The Who* in person)!
- Creating a platform for the Bell Media family of radio stations, on which 13 stations have now been deployed.
- Working with Entertainment One (eOne) to create a single global website that includes all of their five different lines of business and global operations. This site was recently awarded the Kentico CMS Corporate Site of the Year.
- Redesigning the www.workinculture.ca site, the #1 job board for careers in the cultural sector.
- Launching its 3rd site for Canada's National Ballet School, www.sharingdance.ca.
- Being selected to build the www.PrincesCharities.ca site for His Royal Highness, The Prince of Wales.

Keith notes that his MBA has been an invaluable component of his personal toolbox: "As an entrepreneur and business owner, not a day goes by that I don't draw upon the skills foundation I received while at Schulich. I am grateful for that."



...**Jinny Yu** (MBA/MA '02) Associate Professor of Visual Arts at the University of Ottawa, on her first solo exhibition in Toronto. 'Non-Painting Painting' was presented at General Hardware Contemporary Art from October 20 to November 10, 2012, coinciding with Art Toronto, Focus Asia.



...ARTM student **Richard Chan** (JD/MBA '13) and the Osgoode Mediation Team who took top prize at the Great Lakes Mediation Tournament in Ann Arbor, Michigan in early March. Chan and Sumaiya Sharmeen (Osgoode's victorious attorney/client team) won the entire tournament. Coach Bob Thompson wrote of the Osgoode Hall Law School team of Josh Morrison, Farzin Yousefian, Rebecca Hall-McGuire, Adam Fox, and Chan and Sharmeen:

"... in my several years of experience with this tournament, I have never seen such close cohesion among the group and such effective and efficient preparation. Their planning was impeccable. Their focus during the tournament was sharp. But their efforts even go beyond that. Thanks to them, they have prepared templates and flowcharts that will assist the Osgoode teams of the future."

Based on YFile article, 1 April 2013



Left to right: Josh Morrison, Sumaiya Sharmeen, Farzin Yousefian, Richard Chan, Rebecca Hall-McGuire and Adam Fox



...**Trina McQueen**, ARTM Adjunct Professor and **Joyce Zemans**, ARTM Program Director who have been honoured as recipients of the Queen Elizabeth II Diamond Jubilee Award. The Award, established to commemorate the Queen's 60th anniversary on the throne, recognizes "significant contributions and achievements by Canadians."

Joyce and Trina join other Schulich faculty members in receipt of this award, including:

- Dean Dezso Horvath, Tanna H. Schulich Chair in Strategic Management
- James Gillies, Dean Emeritus
- Ian Macdonald, Professor and University President Emeritus
- Fred Gorbet, CIT Chair in Financial Services and Co-Director, Financial Services Program
- Alan Middleton, Executive Director of the Schulich Executive Education Centre and Assistant Professor of Marketing
- Kelly Parke, MBA Adjunct Faculty Member



...**Baron Manett** (MBA '95) Senior Vice President of Strategy for Ariad Communications in Toronto. Baron has been named Co-chair of the Canadian Marketing Association's Content Marketing Conference to be held in Toronto on June 25, 2013.

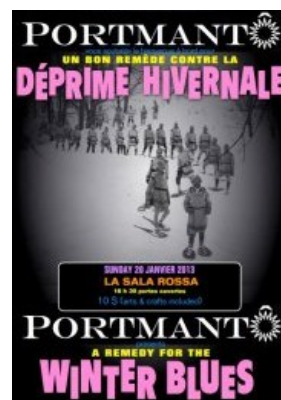
...Megan MacKeigan (JD/MBA '12) on the establishment of her new law firm Anderson MacKeigan LLP. The firm focuses on corporate, commercial, commercial real estate and wills and estates with the goal to include entertainment law. Congratulations too on Megan's recent Canadian Comedy Award nomination as part of the all-female sketch-comedy troupe "She Said What." Megan has recently joined the Board of Directors for the Toronto Sketch Comedy Festival.



Left to right: 'She Said What' members Megan MacKeigan, Carley Heffernan, Emma Hunter and Marnie Van Dyke



...Neil Middleton (MBA '09) the world premiere of his new work *Walzen*, a trio for violin, viola and clarinet produced by Montreal's Ensemble Portmantô featuring performers Mira Benjamin, Margaret Carey and Mark Bradley.



...Myles Kesten (MBA '82) on the opening of his new store BloorWest Apple Specialist. The store is the third of Myles' 'Friendly Neighbourhood Apple Specialist' locations in Toronto (he also owns RiverdaleMac and BeachMac). The BloorWest location has become Apple Canada's 'flagship' for independently owned and operated Apple Authorized Stores.

New York MBA Media & Entertainment Conference 2013

By Shamila Sivapalan

On February 22, 2013, eight Arts and Media students from SSB attended the annual Media and Entertainment Conference (MEC) in New York City held at Columbia University. The conference was a collaborative effort between the MBA programs at Columbia, Duke Fuqua, MIT Sloan, NYU Stern and Wharton and provided an opportunity for MBA students specializing in media, entertainment and the technology industries to network among their peers and industry professionals. Over 40 different American and Canadian business schools attended this year's event. The MEC experience was a valuable opportunity for Arts and Media MBA students to actively listen and engage in informative discussion on the current and future issues facing the industry, allowing for future managers to better prepare for the challenges of a rapidly changing sector.

The event was highlighted by two keynote speakers: Tim Armstrong, CEO of AOL and Eric Kessler, President and COO of HBO. They discussed the career paths that led them to their current position and also highlighted some of the management problems facing the arts and media sector. With a full day of speakers and panels, students faced a difficult decision in deciding which sessions to attend.

I opted for the self-publishing entertainers' panel, with presenters drawn from the media and entertainment industry. There were four speakers: Rich Antoniello, CEO of Complex Media; Jason Boner, singer and songwriter of Reverb Live; Jason Ojalvo, VP of Audible; and Ferol Vernon, VP of ReverbNation. The session focused on the problems of digitizing music and how to find alternative sources of revenue. The second panel I attended featured MBA alumni working in the media and entertainment sector. They each described their career paths and provided career-related advice to the audience. They also discussed how the development and production of creative content is relying more and more on the skill set of MBA grads!



Left to right: Shamila Sivapalan, Eirini Moschaki, Alyssa Fearon, Shayna Goldberg



Left to right: Laura Mendreke, Shamila Sivapalan, Alyssa Fearon, Shayna Goldberg, Eirini Moschaki, Lawrie Schneider

Life after YORK

By Heather Meek

On the evening of December 5, 2012, current students had an opportunity to hear from ARTM alumni: Claire Speed, General Manager, Queen of Puddings Music Theatre; Lori Rosenberg, Director, Network Content at Bell Canada and Vice Chair, Bell Broadcast and New Media Fund; Ryan Kruger, Managing Director, Electronic Nation Canada, Live Nation; and Michael Murray, World and Popular Music Officer and English Arts Services Organizations Officer, Ontario Arts Council. Panel members shared their career paths, why they chose to pursue an MBA, what their experience was while studying in the program and how their time at Schulich contributed to their career trajectories.



Left to right: Claire Speed, Michael Murray, Lori Rosenberg, Ryan Kruger

One of the evening's takeaways was the variety of paths available for Arts and Media students and alumni to pursue, both during studies and after graduation. Despite that variety, one consistent point was shared among the panelists: people who work in the creative industries do so because of a passion and commitment to the sector and their work within it. The panel discussion was followed by an opportunity for students and alumni to network and chat informally.

Alumni Insights Event Points the Way

By John Huss

What is the point of an MBA if not to re-examine our current situations and determine what needs to be different? I was growing tired of my previous career in financial planning and recognized that it was time for a change. However, when I first arrived at Schulich, I was still not clear just how to decide where this potential shift was headed.

"I think I'll go after the management consulting program."

- John Huss (August 2012)

"I am going to specialize in quantitative analysis and finance"

- John Huss (September 2012)

"... or operations and marketing."

- John Huss (September 2012)

My brain didn't allow me to connect personal interests with career planning opportunities. "Careers are supposed to be in banking or marketing, and are supposed to be a little boring," I thought.

That all changed when I attended the "Alumni Insights" program – an event where Schulich graduates from different backgrounds offer a look into their respective jobs and career paths. Each attendee could visit up to four of the twelve different panels and discussions. One of them featured Arts & Media. During my time in undergrad I had developed an interest in film, egged on by my friends in the film program who would cast me in their short films. I decided to attend the Arts & Media panel simply to seek out more information about something that I had previously considered only as a hobby.

I knew I had made the right decision when I saw that one of the panel members, Tom Alexander, worked for the independent film distributor Mongrel Media. As he spoke, I began to see that working in film distribution would align one of my strongest interests with my career and allow me to work in the type of stimulating and challenging environment that I strive to be a part of.

Today I am excited to have a specific direction to pursue – I know it will not be easy, but the challenge of fulfilling my new found goals is one that I approach eagerly. I hate to think that, if I had not chosen to attend the Alumni Insights event and specifically the Arts & Media panel, I could have missed this "epiphany". We need to take full advantage of our time at Schulich – the opportunities to find our own paths exist. We just need to allow ourselves the flexibility and time to uncover them.



Left to right: Douglas Barrett, Angela Nelson-Heesb, Tom Alexander, Julie Whelan



Globetrotting

This year Joyce's travel schedule allowed her to catch up with alumni in London. Don't forget to keep us up-to-date on your current coordinates so that Joyce can visit when she's in your part of the world!

Left to right: Magdalena Ziarko, Development Manager, Serious (MBA '05), Joyce, and Jessica Whitford, General Manager, Gandini Juggling (MBA '08)



The New Face of Music: Business Models for the Digital Generation

By Eva Treumuth

On November 1, 2012, the Arts and Media Management Club (AMMC) hosted its first panel of the year, *The New Face of Music: Creative Business Models for the Digital Generation*, featuring Gary Furniss, President of Sony/ATV Music Publishing Canada, and Tom Treumuth, Vice-President of A&R (artists and repertoire) for FrostByte Media Inc. The discussion focused on the future of the music industry as it adapts to evolutions in technology and marketing. Key themes included the implications of social media for musicians, music executives and consumers, as well as future avenues for musicians to generate profit. Furniss and Treumuth shared their perspectives on the changes that have taken place in music over the past twenty years and provided insights on the path forward, as the music landscape shifts to become more participatory and democratic. The Q&A session focused on the changing role of record companies, including how to modify the traditional revenue model to fit this new landscape. The panel presentations and the lively and engaging discussion that ensued provided students with real-life perspectives on the current opportunities and challenges within the music industry.



Left to right: Eva Treumuth, Tom Treumuth, Gary Furniss

AMMC at the Theatre

By Heather Meek

On November 3, 2012, AMMC members and friends attended Lower Ossington Theatre's live production of *The Rocky Horror Show*. The performance, featuring the larger-than-life character of Dr. Frank-N-Furter, remained fresh, hilarious and entertaining even after decades as a cult classic, thanks to a terrific ensemble cast of performers and enthusiastic audience participation.



Left to right: Eva Treumuth, Shayna Goldberg, Bori Csillag at *The Rocky Horror Show*

AMMC also organized two Improv Theatre workshops this year. The fall session was led by Sean Robertson-Palmer, a Toronto-based theatre artist, arts educator and administrator, while the winter session was led by Schulich ORGS and SGMT Professor Stephen Friedman, who specializes in teaching professionals about various aspects of interpersonal communication, leadership development, human resource management and group development in the workplace. The hands-on sessions offered a great opportunity to learn about and experience a new art form, with the added benefit of helping to build the presentation and public speaking skills and confidence so essential for Schulich students.

Showcasing Schulich's Talent

By Prashant Rajaram

This year, AMMC pioneered the concept for a Cultural Night, with the aim of showcasing the diverse cultural backgrounds of the Schulich student body. The Club found its perfect partner in the Graduate Business Council (GBC) to help give shape to the event, coupling it with the GBC's renowned flagship cultural event, Culture Crawl.

Cultural Night was held on October 12, 2012 in Schulich's Robert McEwen Auditorium. The evening started off with a one-of-a-kind visual art performance by Amanda Ciccioritti. Amanda painted a great horned owl, the official bird of Alberta, on a 20" x 30" canvas board. The entire painting was completed in 20 minutes!



Amanda Ciccioritti paints *The Great Horned Owl*

The audience was then treated to two exceptionally colourful Chinese dances: Loretta Leung performed a classical ribbon dance and Roxanne Li performed a dance of the ethnic Dai group, depicting a peacock inside a bamboo forest. The next act featured Ruku Sandhu performing an elegant Indian Bharatnatyam Jatiswaram dance.



Left to right: Roxanne Li, Ruku Sandhu, Loretta Leung

And then it was time to fire up the stage with some music. The audience was on the edge of their seats as James Macdonald, Collin Wiancko and Daryl Edwards rocked the stage with three thunderous songs from Canada. The evening concluded with a breathtaking Indian musical performance by students Deepak Thekkanath, Aravind Kumar and Pranjal Bhargava on vocals, with Mandeep Johar on guitar.

The entertainment was followed by the Food Night portion of the evening at the Assiniboine student residence, where students were treated to food from seven countries – India, China, Nepal, Bangladesh, Germany, Mexico and USA (Texan). Given the evening's resounding success, AMMC hopes that the event will become a tradition, continuing to engage the Schulich community in the years to



“Who’s Where?”

Azarakhsh Damood ‘12
Senior Innovation Specialist
Idea Couture Inc.

Ben MacIntosh ‘12
Senior Coordinator, Government
and Foundation Relations
Toronto International Film
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Laura Moore ‘12
Media Planning Strategist
Olive Media

Jonas Prupas ‘12
General Manager
Muse Entertainment Toronto

Kyle Russell ‘12
Marketing & Communications
Manager, Alberta Ballet

Jacqueline Sischy ‘12
Jr. Sales Associate
Hauser & Wirth Gallery, NYC

Lee-Anne Van Buekenhout ‘12
Project Coordinator
Metis Nation of Ontario, Metis
Mining Strategy

David Collini ‘11
Sr. Projects Coordinator
Hydro One

Alison Hoy ‘11
Researcher, Sync Media

Virginia Jones ‘11
VP & General Counsel
Royal Host Inc.

David Jung ‘11
Marketing Consultant
Toronto Symphony Orchestra

Diana Khong ‘11
Director, The Women’s Initiative
Out on Bay

Suzie Lee Hortness ‘11
Sr. Development Officer
Lassonde School of Engineering,
York University

Megan MacKeigan ‘11
Partner
Anderson MacKeigan LLP

Claire Speed ‘11
General Manager, Queen of
Puddings Music Theatre

Karyn Jallad Thome ‘10
Bilingual Social Media and Digital
Marketing Consultant
RichmondPath Consulting

Daniel Caunter ‘09
Project Manager, Strategic
Initiatives & Sustainability
Morguard Investments Ltd.

Neil Middleton ‘09
Research Analyst
Gravity Ltd.

Meghan Moore (nee Roberts) ‘08
Senior Manager, Strategic
Initiatives
United Way of Greater Toronto

Jessica Whitford ‘08
General Manager
Gandini Juggling; London, UK

Richard Bloom ‘07
Director, Digital News
(TV & Radio)
Rogers Communications

Martha Hancock ‘07
AVP, Philanthropy &
Sponsorship
Manulife Financial

Esther Maier ‘07
Assistant Professor, Accounting
Wilfrid Laurier University

Stephanie Marshall ‘07
Sr. Manager, Social Media
Rogers Digital Media

Josh Cogan ‘06
Sr. Manager, Communications,
Gaming Modernization &
Transformation
Ontario Lottery and Gaming

Magdalena Ziarko ‘05
Development Manager
Serious; London, UK

Seumas Graham ‘04
Commercial Director
Custom Research, North Asia
The Economist

Jonathan Page ‘03
Partnership Manager
Niche Network, Workopolis

Myk Domaretsky ‘01
Financial Analyst
Central 1 Credit Union

Jeff Dutrizac ‘01
Partner Account Management
OEM, Window Phone
Microsoft

Suzanne Wilson ‘01
Children’s Acquisitions Officer
TVO

Anne Cobban ‘00
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University of Toronto

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Planning and IT
Ontario Media Development
Corporation

Jeff Hecker ‘00
Senior Marketing
Communications & PR Leader
Social Media/Digital Marketing
Insight Research

Jason van Eyk ‘00
Executive Director
The Music Gallery

Timea Wharton ‘00
Dance Officer
Toronto Arts Council

Jamie Grossman ‘98
Managing Principal & Broker
Cresna

Abhishek Mathur ‘98
Head – Entertainment, The
Bollywood Theme Park
Meraas Holding, Dubai

Cecelia Paolucci ‘98
Sr. Manager, Resource
Development
United Way of Greater Toronto

Lindsay Reid ‘98
Director, Alumni Programs &
Services
University of Calgary

Paul Smith ‘98
Producer
BNN Television

Derek Yarnell ‘98
Group Account Director
Direct Focus Marketing

Rob Haiat ‘96
Senior Vice President
CBS Television; L.A.

Kate Halpenny ‘94
Associate Director of
Development – Major Gifts
National Ballet of Canada

Margaret Eaton ‘87
Executive Director, TRIEC
(Toronto Region Immigrant
Employment Council)

Terry Nicholson ‘87
Acting Executive Director,
Culture Office
City of Toronto

Alexandra Montgomery ‘86
VP Philanthropy
Tides Canada

Steve Ord ‘85
COO
White Pine Pictures

Congratulations to...

...Jodi Brown, Adam Walker
and Magdalena Ziarko on
their recent engagements;

...Kathy Koch, Sandarac Lee,
Michael Murray, Allison
Noseworthy, Meghan
Roberts, Daisy Thomas and
Ella Wong on their recent
marriages;

...and to our students, alumni
and their spouses who have
recently welcomed children
into their families: Richard
Bloom, Rebecca Chesley,
Shin-Yi (Sydney) Dung,
Kelly MacIntosh, Eirini
Moschaki, Chris Murphy,
Jonathan Page, Fang Sheng,
Mike Wallace, Stefan