

# Master of Science in Leadership for Creative Enterprises



Newsletter Fall 2016

Northwestern  
COMMUNICATION



## The Start of a New Year

Growth and change mark the start of the third year in the life of the MSLCE program.

The new cohort of students is the most diverse yet. They come from 8 different countries, and from 8 states within the US. Their college majors, interests, and professional trajectories could not be more diverse. We introduce you to six of them in this newsletter, and we will continue doing so in future issues during the academic year.

The new year also brings with it the addition of new faculty and staff. Agnes Horvat, a physicist who applies computational techniques to study the success of creative goods like movies and music, and Larissa Buchholz, a sociologist who specializes in the fine arts market, are new assistant professors the School of Communication who will teach in the MSLCE program. Jonah Zeiger and Mandi Glowen have joined the staff of the School and will support the MSLCE students in career development matters.

And as we welcome the new students, faculty, and staff, we are thrilled by the success of our graduating class of 2016. They not only did very well in their internships, but close to half of them managed to secure employment by the end of the program. Moreover, the diversity of their places of employment and their job titles are a testimony of the interdisciplinary foundation of the MSLCE program.

The journey of the third year in the life of the program has begun. Stay tuned for exciting updates along the way!

Pablo J. Boczkowski  
Professor, School of Communication  
Faculty Director, MSLCE

## MEET THE MSLCE STAFF



Mandi Glowen  
Assistant Director, EPICS



Kathryn E. Lawson  
Associate Director



Marlina Reimer  
Temporary Program  
Assistant





Jonah Zeiger  
Associate Director, EPICS


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## **Jonah Zeiger** **Associate Director, EPICS**

Jonah Zeiger is a fitting choice for the new associate director of EPICS to support the MSLCE program: as a filmmaker, director, and producer who has been in the industry for almost 20 years, he knows his way around the creative world, from both the artistic and business perspectives. What's more, as a former assistant professor at DePaul's School of Cinematic Arts, he has the skills and experience it takes to teach those perspectives to aspiring creative professionals.

While at DePaul, Zeiger created a visiting artists series that brought in directors like Werner Herzog and actors like Tim Robbins and Bob Odenkirk. These events were meant to "serve as a bridge between the film world and the people who wanted

to understand the industry," Zeiger explained. "I'm really passionate about the creative side, but I felt like a lot of people didn't understand the way the business is structured," Zeiger said.

According to Zeiger, students who hope to find success in the arts need to "rise above the noise," especially in a media environment that is so saturated. The way to do that? By diving into and embracing a business savvy approach in addition to creative skills.

"You have to be half creative and half business," Zeiger said. "You have to be constantly entrepreneurial about it."

## **Mandi Glowen** **Assistant Director, EPICS**

Mandi Glowen, the new assistant director of EPICS to support the MSLCE program, is no stranger to helping students succeed in careers.

She's spent about five years working in career counseling for students in a variety of roles. She began at Northwestern Career Advancement, where she worked for four years before transferring to EPICS. During that time, she has refined her collaborative approach to helping students figure out how to achieve their goals.

"I really want to put the onus on the student, but I'm absolutely there as a partner, to help them establish goals and a plan to get there in a collaborative environment," Glowen said. "I try

to help them come up with some strategies and some steps to make sure they know how to be successful."

It's a skillset that will be tremendously useful to Glowen as she steps into her new role. Along with associate director Jonah David Zeiger, Glowen will be working to teach MSLCE students the importance of professional development and helping them figure out their short- and long-term career goals.

"Students at some point will have a lightbulb moment," Glowen said. "That's when I love what I get to do because something excited them, and that's really cool for me, I get to know them a little better and get to help them be successful."

# SUMMER INTERNSHIPS

## **LAURA HESS TUGG** Los Angeles, CA

While supporting Tugg's Content Department this summer as a Content Partnerships and Management Intern, I gained valuable insight into the film distribution process, specifically self-distribution as it relates to Tugg's unique cinema-on-demand model.

An essential part of this internship experience included assessing the often-neglected target audience. Independent filmmakers confront numerous hurdles, so much so that the vast majority of their time, energy, and resources are directed toward production. Many of these filmmakers concretely identify their target market upon completion of their film, rather than in development stages prior to or even during filming.

As discussed in our Marketing Strategy course during the spring quarter, target audiences are the cornerstone of entrepreneurship and product development. Considering the sheer volume of films made (one media strategist estimates 35,000–50,000 films annually), it's surprising that diagnosing target markets for creative properties and then tailoring those projects in order to connect effectively with their audiences is only integrated into a minority of independent filmmakers' processes.



Major film studios operate closer to the “50/50 rule”: spending 50% of time and resources toward film production, and 50% toward galvanizing an audience. As more directors apply the 50/50 concept to their films, many employ engagement strategists or producers of marketing and distribution to helm audience outreach and formulate distribution blueprints. These strategists and producers, in conjunction with empowering distribution platforms such as Tugg, afford independent directors the freedom to funnel their attention into the creative and technical facets of filmmaking without neglecting their film's business mapping and development. As a result, film teams are connecting with their target markets and generating revenue with greater efficacy and impact.

## **SETH ZIMMERMAN SHEDD AQUARIUM** Chicago, IL



Think back to sixth grade. You're an awkward teenager trying to find your place in the world. Those are the memories that are flooding back during Shedd's Summer Intern Presentations where I took my place as a PR intern.

And I kid you not, this was a big deal within the organization. The conference room is filled with eager interns ready to show off the projects they spent the summer completing. These ridiculously smart kids had spent their summer making scientific contributions to the world.

But guess what? PR people are smart too. Visitors were treated to a top notch presentation showcasing all the publicity and press coverage of the great work being done at Shedd. That coverage came compliments of the PR team and their awesome interns. So while every other intern had one project, our project was to make sure that people knew about the other projects.

I have had many internships in my day and even had to manage my own intern at one time. It is not easy to run an internship program, but Shedd makes it look easy. The people they bring in as interns really know their stuff. And the program itself is really well organized. They have weekly networking sessions, field trips to other museums, and training sessions to make sure that you leave Shedd with skills you didn't have when you arrived. Do yourself a favor and apply for an internship at Shedd.

## **HAYLEY BULLOCK** **BODYSTORIES: TERESA FELLION DANCE** New York, NY

I've always heard the expression “a New York minute,” but I didn't fully appreciate the meaning until I moved to the Big Apple.

Time really flew by and things really cooked during my internship at the contemporary dance studio BodyStories. I

## “Not only was this experience extremely informative, but it was also loads of fun!” -Hayley Bullock

was enriched with so much knowledge and am excited for things to come. As I learned more about the company and its operations, I took on more specific tasks and responsibilities.

One of my largest responsibilities was helping the company with long-term positioning and strategic planning. This involved analyzing the company’s brand positioning and points of differentiation. In an attempt to develop a better understanding of the company, I attended a dance workshop in Bayonne, New Jersey with the artistic director and a few dancers in the company. The workshop involved BodyStories



dancers teaching a group of young, talented, and ambitious dancers and culminated in a group performance on the last day. I used this opportunity to observe (I also got to dance with the students, which was awesome!) and see if I could clue into the nuances that separate BodyStories from other modern and contemporary dance companies. Post-workshop, we debriefed the experience and will use the information to make some adjustments to the company’s mission statement and social media campaigns. Not only was this experience extremely informative, but it was also loads of fun!

### **SARAH BERGESON SHAWNEE MISSION THEATRE IN THE PARK Kansas City, KS**

On August 6, *Mary Poppins* gave its last performance, and the 2016 season at The Theatre in the Park came to a close. Over the relatively short period of time that the productions were playing at the theatre (10 weeks), my supervisor, my colleagues, and I were able to accomplish quite a lot within the realm of social media.

We created and posted more content to Facebook, Twitter, and theatreinthePark.org than had been done in any previous season by going beyond posting the show posters

and production stills. We also added two new platforms to our repertoire—Instagram and Twitter—and cultivated a following on each. By the end of the summer, the reach across platforms was higher than it had been in previous seasons.

In my efforts to aid The Theatre in the Park efforts to expand its reach online, I picked up some new skills to add to my own repertoire. I was taught to control the professional video camera used to shoot B-Roll footage of the productions, and I learned to edit footage in iMovie. I also brushed up my Photoshop skills, which I hadn’t used in several years, in order to create the banners advertising movie nights in the weekly e-blasts sent out to the theatre’s subscribers.

Now that the season and the internship are over, I will take the lessons I’ve learned and skills I’ve developed with me as I continue along my path to theme park creative entertainment. My time at The Theatre in the Park has helped me immensely on this journey by giving me the time and autonomy to blend the creative and the tactical via our digital media campaign, and I hope to continue combining these two schools of thought as I go forward.



*Internship photos provided by students.*

## At Graduation, MSLCE Students Encouraged to ‘Walk Proudly Through the Door of Uncertainty’



By Jacob Nelson

Shortly after receiving her degree from the MSLCE program on August 25, Ali Riddle reflected on the internship she'd soon begin at *The Late Show with Stephen Colbert*.

“I used to fantasize about David Letterman interviewing me,” Riddle said. “It’s such an iconic institution, it’s overwhelming how much of a dream job it is.” Riddle’s production internship goes from September till December. She attended the MSLCE convocation ceremony in between packing up her apartment and getting ready to move to New York.

“My apartment looks like a tornado hit, and I leave in three days; I’m so ready to pack my bags,” she said.

Riddle was one of 23 MSLCE students to participate in the convocation ceremony, held in the Alice Millar Chapel on Northwestern’s Evanston campus. The ceremony included remarks by MSLCE Director Pablo Boczkowski as well as



School of Communication Dean Barbara O’Keefe, Navy Pier Chief Program and Civic Engagement Officer and former Commissioner of the Department of Cultural Affairs and Special Events for the City of Chicago Michelle Boone gave the keynote address, which she used as an opportunity to offer advice to the graduating students.

“Leaders are not afraid of risk, they are bold and imaginative and eager to embrace the unexpected,” she said. “Be courageous, take risks, and don’t be afraid of what’s next... Walk proudly through the door of uncertainty.”

Students like Hayley Bullock and Seth Zimmerman were eager to embrace Boone’s advice.

“This program was about understanding the arts from a business perspective,” Bullock said. “I want to go into consulting to learn more about how to help arts nonprofits.”

Zimmerman called graduating a surreal experience. He recalled a seminar at the beginning of the program where he learned how to analyze corporate structures. A year later, he sees why that was so valuable.

“Now I know why we did that, it hit me how this will be beneficial,” he said.



Convocation photos by Dan DiNanno.

# STUDENT PROFILES



**Ideal Job in 10 Years:**  
Own a television network and create documentary films

**3 Words that Describe Me:** Introvert, gastronome, and creative

## **JAQUISE COFIELD**

### **Hometown: Richmond, VA**

While studying at Hampton University, Cofield got valuable film experience producing, directing, and writing. But her real film education arrived when she interned for Paramount during the 2015 Toronto Film Festival. She worked with the studio's acquisition team and sat in on discussions about whether or not the company would try to buy the rights to a movie. "I thought that was a really interesting side of the industry."

## **KIKO HE**

### **Hometown: Shenzhen, China**

Kiko He majored in finance and then spent a few years working in the finance industry before she realized that she was much more interested in oil paintings and photography than she was in investment banking and public equity. So she decided to make a change. Now, the Shenzhen, China native is beginning a new chapter of her life by enrolling in the MSLCE program, which she hopes will equip her with the skills necessary to start her own art investment company.

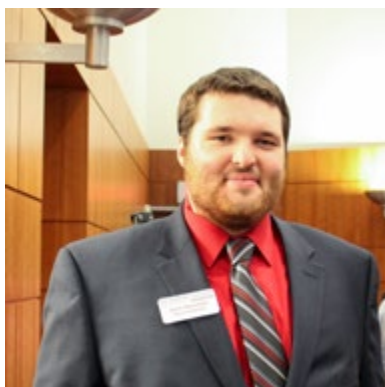
**Ideal Job in 10 Years:**  
Own an art investment company

**3 Words that Describe Me:** Hardworking, sincere, and easy-going



**Favorite Plays/Musicals:**  
*Rent, The Book of Mormon, Harvey, A Few Good Men,* and, of course, *Hamilton*

**I Want to Have Lunch With:**  
Jonathon Larson, because I want that man to know how much *RENT* has meant to so many people.



## **JOHN HOUNIHAN**

### **Hometown: Houston, TX**

Like many aspiring theatre professionals, Hounihan got started in college: he completely revamped his university's theatre company. While studying management at the University of Houston, Hounihan oversaw the Honors College Club Theater and directed a number of plays for the organization. In doing so, he helped grow its staff from about 15 people to 87, and helped skyrocket its audience from about 10 people to about 700.



**ASHWATHI IYER**  
**Hometown: Bangalore, Karnataka, India**

Iyer takes theatre seriously, but when it comes to her pursuit of a theatre career, she's more than willing to let loose a joke or two. Asked who would play her in the movie about her life, she responded, "I'd play me!" The reason? "I can tell my parents how spending 6 years of my life in theatre has finally paid off!" In addition to theater work, the Bangalore native has also volunteered for an NGO called Make A Difference that provides tutors for underprivileged children.

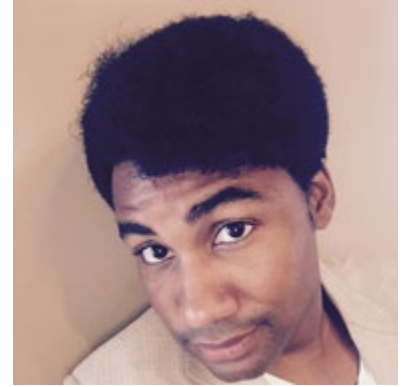


**Ideal Job in 10 Years:**  
Running a creative studio that uses theatre to help children realize their hidden potentials

**Favorite Fortune Cookie Message:** "These mountains that you're carrying, you were only meant to climb."

**Ideal Job in 10 Years:**  
Programming for a TV network

**Favorite TV Shows:**  
*Game of Thrones, Orphan Black, House of Cards, Black Mirror*



**QUINTON SPRULL**  
**Hometown: Chicago, IL**

Sprull had a lot pulling him toward the MSLCE program. First, there was his lifelong interest in media and entertainment. Then there was his love for all things Northwestern (he received his undergraduate degree from Northwestern and then worked for four years at Northwestern Qatar). "I admired how the program was thought through as a tool for aspiring creative leaders to gain an incredible foundation in leadership across various creative industries."

**PAIGE LESTER**  
**Hometown: South Salem, NY**

Lester started dancing as a toddler when her mom put her in ballet class and hasn't stopped since. Now, she hopes to run her own dance studio where she can pass on her love for dancing to people with special needs. "Whether it is physically, mentally, emotionally, or socially, being a teaching in the arts provides opportunity to aid others with all types of personal development."



**Ideal Job in 10 Years:**  
Owner of a dance studio

**What I'm Looking Forward to the Most:**  
Being able to collaborate with and learn from people coming from different academic backgrounds.

# LIFE AFTER MSLCE

Take a look at some of the new and continuing positions of recent MSLCE graduates.



Sarah Bergeson '16  
Magic Kingdom Attendant  
Disney College Program  
Walt Disney World Resort



Brienna Matthews '16  
International Film Sales  
Contracts and Collections  
Administrator,  
Highland Film Group



Gloria Coulanges '16  
Freelance Brand Strategy  
Associate  
The Escape Pod



Allison Riddle '16  
Production Intern  
*The Late Show with  
Steven Colbert*



Daniel Dvorkin '16  
Executive Assistant in Film  
Development  
and Management  
Partizan



Tony Tang '16  
Portfolio Manager  
Shanghai Media Group  
Private Equity Fund



Zach Hyman '16  
Content Producer  
SRW



Winfield Winter '16  
Production Apprentice  
Jellyvision



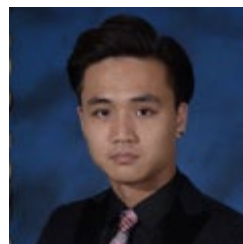
Natalia Krzywicka-Acosta '16  
Digital Brand Strategist /  
Marketing Manager  
ParadigmNEXT



Greta Wu '16  
Tax Associate  
KPMG Beijing



Ben Levine '16  
Manager, Rick Jones  
Management Team, Southern  
City Band



Edwin Zhang '16  
Financial Analyst  
China Merchants  
Securities Co. Ltd.

## A Look at **BIG DATA** with **Ágnes Horvát** **Assistant Professor** **School of Communication**

The term “big data” is everywhere these days, including the creative enterprises. **Ágnes Horvát’s** Culture and Art Analytics course introduces MSLCE students to big data, and equips them with the skills to use big data in cultural markets.

“Big data is basically a buzzword and there is so much of it available now to everyone,” Horvát said. “It requires some knowledge to analyze, but it has the promise to give us practical insights.”

Horvát would know. An assistant professor at Northwestern, she uses big data to investigate creative industries. She recently researched how different movies influence one another by examining a dataset derived from listings on the Internet Movie Database (IMDB). Until the advent of big data, tackling such a question would have been prohibitively time consuming, since it would have meant watching thousands and thousands of films. By getting around this problem, big data “allows us to scale up and promises a more complete view,” according to Horvát.

“I consider big data to be an inviting possibility to address questions about the emergence of innovations, the forecast of cultural trends, and the advancement of creative processes—all of which we couldn’t get at by relying only on classical, small-scale methods,” she said. “I became fascinated by big data during my dissertation work in which I studied the problem of how to use information generated by hundred thousands of people in Facebook about their contacts outside the network to infer connections among the outside contacts. The magnitude of the data was necessary to build a comprehensive model that describes how different types of initial connection patterns foretell connections yet to be formed outside Facebook.”

The objective of Horvát’s MSLCE course will be to give students an introduction to the available tools and data sources that can provide students with a competitive advantage in their own professional pursuits. Coursework will include collecting network data, studying networks, and learning how to do exploratory analyses as well as how to generate informed



*Professor Ágnes Horvát. Photo provided by Ágnes Horvát.*

predictions. Though big data may sound daunting to those averse to computer science, Horvát says she has been careful to make the class welcoming to any and all knowledge levels.

“The way I put together the topics and the reading is that I don’t expect anything except an open mind. Actually, it’s surprising that core data science skills are often easier to assimilate than the equally necessary ‘soft skills’ like problem-solving, communication, influencing, and management,” she said.

Horvát hopes that students leave the class more confident about their understanding of big data, and more aware of the ways it can be used in the creative fields.

“The idea is to provide a data literacy course for this audience,” she said, “so students can apply research done in this area to their own careers.”

*Professor Horvát will teach Culture and Arts Analytics for the MSLCE program this fall.*



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## SPEAKER SERIES

- October 6** Adam Sachs, Former CEO, Midroll Media  
(co-presented with the MA in Sound Arts & Industries program)
- November 3** Brigette Whisnant, Executive Producer,  
Havas Worldwide Chicago
- December 1** Chris Meador, Brand Strategy Lead, Facebook

*First Thursday of each month at 5:15pm in Frances Searle #1-421.  
Free + open to the public. Scan QR code to register.*



## LEARN MORE

Sign up for an online information session at  
<http://creative.northwestern.edu/admissions/information-sessions/>.

Interested in applying?

The next deadline for winter 2017 is October 15, 2016. Final winter 2017 and the first fall 2017 deadline is December 1, 2016.

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Unless otherwise stated, photos by Kathryn E. Lawson

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