

Master of Science in Leadership for Creative Enterprises

Newsletter Fall 2017





New Faces + New Frontiers

Now in its fourth year, MSLCE welcomes its largest incoming class yet. We are honored to welcome 42 new faces to campus this fall and to welcome back students who are continuing their studies. Our continuing students are fresh back from applying learning they gained from their prior coursework to their exciting internships in New York City, Los Angeles, and Chicago. (Check out pages 4 and 5 to read more about internship experiences from MSLCE professionals themselves.)

I am personally excited to join MSLCE as a new face this fall as well. It is an honor to be leading the MSLCE program and a privilege to help develop rising leaders' prowess to foster and lead creative teams, initiatives and organizations across sectors. The MSLCE program uniquely bolsters students' business knowledge and strategy savviness, and nurtures their innovative and entrepreneurial professional goals. I am particularly passionate about MSLCE due to its distinctive and integrated approach to leadership across the arts, culture, media, and creative fields, making it a rigorous and versatile degree.

In terms of new frontiers, we celebrate our recent MSLCE graduates and alum as they take on new roles in marketing, development, and finance in theater, museums, television and film...to name just a few! In addition, we are expanding where students will go for the annual MSLCE industry immersion treks, visiting with leaders of creative enterprises in New York, Los Angeles, and San Francisco this year. Finally, we are taking our curriculum to new frontiers as well, including a new course to deepen learning about the roles of government and philanthropy in creative enterprises.

We look forward to sharing more with you throughout the year.

Jennifer Novak-Leonard, Ph.D.

MEET THE MSLCE STAFF



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Jennifer Novak-Leonard Faculty Director, MSLCE

By Cara Lockwood

Jennifer Novak-Leonard joins the Communication Studies department this fall as a lecturer working largely in the MS in Leadership for Creative Enterprises program. Her work focuses on understanding cultural participation and the personal and public values derived from these experiences. Novak-Leonard is Principal Investigator for one of four inaugural National Endowment for the Arts' Research Labs, focused on researching arts and creativity.

Novak-Leonard said one of her most transformative works involved developing a new survey to broaden the measure of how people identify their involvement in the arts. "For a long time, conversations about public policy matters focused on a narrow set of artistic traditions, which were driven in part by what information was available," she says. "But that is changing as we produce more data and research relevant to policy stakeholders that accounts for the diverse and evolving ways people engage with arts in contemporary society."

Novak-Leonard's work was so groundbreaking, she was asked to improve the 2017 Survey of Public Participation in the Arts for the National Endowment for the Arts. She currently serves on the editorial advisory board of Cultural Trends, a peer-reviewed journal committed to the principle that cultural policy should be rooted in empirical evidence. Novak-Leonard worked on many national research projects, including the National Archive of Data on Arts and Culture, DataArts, the

Association of American Cultures, and the National Art Education Association.

Before coming to Northwestern, Novak-Leonard worked as the associate director of the Curb Center for Art, Enterprise, and Public Policy at Vanderbilt University. She also worked at NORC and the Cultural Policy Center, both at the University of Chicago. Novak-Leonard spent some time as a senior consultant at WolfBrown and as a policy analyst at the RAND Corporation. She earned her MPP from the University of Chicago, and her doctorate from the RAND Graduate School.

At Northwestern, Novak-Leonard will teach a course addressing art and artists in current matters of public policy in the United States and beyond. She mentioned the United States is one of the few industrialized nations that does not have a government department or cabinet position dedicated to the arts, and that four federal agencies that deal with art are currently under threat of being completely defunded.

"There's an enterprising energy at Northwestern," she says. "It cuts across traditional academic lines, especially at the School of Communication. I'm looking forward to harnessing some of this enterprising energy to work with colleagues on the ways art and artists are working in entrepreneurial and civically-minded senses, within other disciplines and across sectors."

SUMMER INTERNSHIPS



JOE GIOVANNETTI **LA JOLLA PLAYHOUSE** **San Diego, CA**

My experience at the La Jolla Playhouse was nothing short of amazing. From the knowledge I gained, to the people I met, every day was a new adventure. Most importantly, I learned more about myself along the way. I'll sum all of this up the only way a millennial knows how: in exclamatory-list format!

Every role is important! When I'm teaching young kids, you'll often hear me say this. "Every part is important. We couldn't do the show without each person." It turns out the same is true of the administrative side of theater. At the La Jolla Playhouse, I was constantly surrounded by people that made me feel like I mattered, even if my role to play was much smaller than others. It's clear that the theater operates like an "ensemble," and every single person's contribution is valued.

Take Risks! Before I entered the MSLCE program, I followed a very "safe" career path. However, something inside me urged myself to take a risk and try something new. In our intern seminars, we often had the privilege of hearing about other employee's career paths, and the idea of taking risks cut across every single story. If I had a nickel for every time I heard "I was in the right place at the right time," well, I'd have quite a few nickels. Dream opportunities don't come along that often, and when they do, you can't be afraid to take a leap of faith.

Don't be a jerk! Seems simple, right? Even though it seems like common sense, in the theater industry, this point cannot be stressed enough. The arts are built on connections, and you never know who you're going to meet. Although this line of work is built on creativity and passion, it's never a good idea to let those ideals overshadow the need to bring a positive attitude to your workplace interactions.

Give 100% to everything you do! Getting a job is one thing. Doing the job well is another. Everything you do is a learning experience, so even if a task seems monotonous, give it all you've got! Whenever I'm feeling bogged down by a project, I always try to think about it in the context of the bigger picture, which motivates me to hold myself to a higher standard of excellence. It feels good to know you've done your job to the best of your ability, and people will notice your efforts.

But at the same time... Be yourself! Honestly, this is the most important thing I've learned at the Playhouse. You will never be happy in a job, no matter how cool it is, if you do not allow yourself to be the most authentic version of "you" that you can be. I never felt like a number at the Playhouse. I was able to bring a touch of my personality into everything I did, and was encouraged to do so! Find a place, team, job etc. where you can celebrate your individuality and champion the diversity of your peers. I think that if we can all focus on forming those authentic human connections with each other through our work, we'll never truly "work" a day in our lives.

JOHN HOUNIHAN **COLLABORATION THEATRE** **Chicago, IL**

What does it take to put on a play festival? From day one of planning, each piece of an organization must come together to meet the massive needs of dozens of productions. I have faced this head on, as a large part of my internship has been providing support for Collaboration's annual PEACEBOOK Festival.

PEACEBOOK is a yearly collection of theatre, dance, and spoken word. This year, all 24 works debut at the Goodman Theatre on August 26th. Following the marathon debut, the acts will be separated into three eight-work compilations that will tour Chicago parks as a part of the Chicago Park District's Night Out in the Parks at venues in Englewood, Austin, and Hermosa next fall. Panel discussions with diverse peace leaders, workshops, dance battle tournaments and free community meals, all aimed at fostering knowledge, dialogue and action around peace in Chicago, are part of every neighborhood performance.

I work effectively full-time, and have three main parts of the organization that I work in. Primarily, I serve as the main surrogate and assistant for the Artistic and Associate Artistic Directors. Beyond that, I serve as the coordinator of the rest of our intern team, who all have their own individual goals and specialties. Finally, there are some administrative duties, like contract writing and audience outreach, that I manage daily.

Every day at Collaboration I face new challenges and learning opportunities. One of the most difficult things about preparing for an event of this size is that the rest of the organization does not halt. For us, that means managing and promoting our rental spaces, as well as preparing for our many for-hire events throughout the summer. Time management and juggling as many projects and tasks as possible is part of everyday life in mid-size theatre management, and it's been an incredible place to finish off my MSCLE learning.



LESLIE ZHU
MUSEUM OF CONTEMPORARY ART
Chicago, IL

The first thing I did after I moved to the Chicago area was to find a contemporary art museum in the city. I still cannot come up with a concrete answer to why I am so enchanted by them. I grew up in a family with no one related to art, and I never imagined this could one day be my career. I guess sometimes there is just no way to explain the impulse. Eight months later, I was sitting in the office at the Museum of Contemporary Art, Chicago as a social media intern. Everything still seemed surreal and exciting, and I was still a little awkward in the new time and space.

My first official day at the museum coincided with the opening of the exhibition: *Takashi Murakami: The Octopus Eats Its Own Leg*. My second day working there was the ArtEdge:50 gala, the MCA's 50th anniversary celebration. Although I took the MSLCE non-profit organization course this year and read every piece of news about the museum all over the world, everything I experienced there was still very different and mind-blowing.



I call it an overwhelming beginning, not only because the gala was fancy and glamorous, with stylish guests, exquisite food, Janelle Monáe performing, and that it raised 3 million dollars, but also because I realized that the whole idea and implementation of this big event was complex and efficient. Takashi Murakami is known for his colorful creations and collaboration with celebrities and fashion houses, so the opening of his exhibition was the best opportunity for a fundraising gala. Moreover, the iconic elements in his art could be a unified theme for all the celebrations. Also, the collective effort of every department, including all the partnerships, was organized in a vast but methodical web to maintain good relationships with all the donors.

My job at the gala was to help the media influencers on Instagram take photos at the gala. It was a great chance to figure out how they became influencers and observe the entire event that night. The next Monday after gala, I began the comparatively “mundane” routine of a social media intern: creating content for Facebook, Twitter and Instagram; reviewing weekly and monthly data analytics; and managing mail lists and e-news. However, I feel somewhat more comfortable with these tasks. A good intern should always start grounded.

PAIGE LESTER
TURNAROUND ARTS, JOHN F. KENNEDY
CENTER FOR THE PERFORMING ARTS
Washington, D.C.



I'm sitting in the back of a conference room full of people I don't know, running on minimal sleep, and have a million thoughts racing through my mind about my tasks for the day. The group is discussing the difficulties of integrating art into their schools and curriculum, when...“Art is the thing. It's not a part of the thing, not on top of the thing, but the thing.”

I feel wide awake and I cannot take my eyes off of the presenter. A tenured principal in CPS and founder of a school system in Memphis, she has captured the minds and hearts of every single person in that room. From that moment on, I knew the Summer Leadership Retreat was going to be a week I would never forget.

I consider myself to be so fortunate to have grown up surrounded by the arts. We had music classes in our public schools, but most of my training happened outside of school hours. This was something different. Turnaround Arts uses every minute of its Summer Leadership Retreat to expose, train, and prepare teachers and principals to integrate the arts into everyday learning. Using music to learn math, theater to understand history, you name it. Often times the arts are thought of as an add-on; “if we have time, we'll do some music”, or “if we find the money, we'll buy some art supplies”. How refreshing, and inspiring it was to be surrounded by 250 people that nodded quietly in agreement when they heard, “Art is the thing. It's not a part of the thing, not on top of the thing, but the thing.”

These teachers, working in the toughest areas and conditions our country has to offer, not only believe in the arts, but they see firsthand the effects they have on each and every one of their students. While progress looks different on everyone, these teachers are learning to get rid of the phrase “my kids can't because,” and find creative ways to help their kids find their purpose.

We've all heard the phrase “do what you love and you won't work a day in your life.” I won't say that this summer hasn't felt like work, but what it has felt like is important work. No matter how long the days or how small the contribution, I know that piece by piece, I am contributing to the movement that is helping set thousands of kids up for success. And if they're singing and dancing while doing it, even better.

Photos: Courtesy of students. Leslie Zhu photograph by Isa Giallorenzo.

MSLCE Students Leave with Words of Wisdom



By Jacob Nelson

The third cohort of MSLCE students crossed the stage to accept diplomas during the MSLCE Convocation Ceremony, held on August 24 in the Alice Millar Chapel in Evanston.

Families and friends in the audience cheered as one by one the names were called by MSLCE Associate Director Kathryn Lawson and the students, dressed in purple gowns, walked towards Northwestern's Communication Studies Department Chair Ellen Wartella to receive their degrees.

"It's amazing how quickly this year went past!" MSLCE graduate Quinton Sprull said after the ceremony. He explained that, throughout the program, students "evolved to richer, more analytical creative leaders... It was a great year of growth, accomplishment, and promise."



Convocation keynote speaker Wendy Steinhoff.

Before the students were recognized, MSLCE Faculty Director Pablo Boczkowski introduced the keynote speaker, Warner Bros. Television Vice President of Comedy Development Wendy Steinhoff.

During her thoughtful and encouraging speech, Steinhoff encouraged students to be flexible in their professional pursuits. She predicted that most of the students would end up with very different jobs than the exact ones they are envisioning for themselves right now. She encouraged students to be determined, but also willing to adapt.

“Flexibility is the key to life,” she said. “Creative people I encounter have very disparate paths to their success.”

Steinhoff drew from her own path, which began at Northwestern, where she majored in speech and minored in theater. She originally wanted to be an actress, but after a few years she shifted to working behind the scenes recognizing that it was another way for her to fulfill her dreams of being a “storyteller.”

Steinhoff ended her address with three bits of advice for the students. First, that “the definition of success may be different for the same person in the same lifetime,” and second, that “the skills you learned while at Northwestern... will serve you in whatever path you take.”

She closed by advising students, “In a world where you can be anything, be kind.”



Convocation photos by Sean Su.



STUDENT PROFILES



I Want Lunch With:

Warren Buffet, and he would invite Denzel Washington and the 3 of us would discuss keys to success, legacy, and securing and maintaining wealth.

3 Words that Describe Me:

Divergent, Passionate, and Resolute

DOMINIQUE WARREN

Hometown: Chicago, IL

Within less than a year of pursuing acting as a full-time career, Dominique landed a print ad for Grubhub and co-starring roles in both a feature film and a webseries. Dominique plans on becoming a full-time actress along with founding her own media company. She intends on educating and assisting aspiring artists in cultivating their crafts and developing their brands in nontraditional careers.

NICK ROMAN

Hometown: Evanston, IL

Graduating with a BM in Vocal and General Music Education from Butler University, Roman finds his passion in both onstage performance and education. Being awarded Teacher of the Year at Tindley Renaissance Academy in Indianapolis, Indiana for the 2015-2016 school year, Roman hopes to continue the development of his passions with MSLCE and become more familiar with all the creative organizations in the area that Chicago has to offer.

Ideal Job in 10 Years:

Education Director of a performing arts organization

Fortune Cookie

Message: “Every journey starts with a single step”



Dream Internship:

Wolf Trap Opera or Glimmerglass Opera

Favorite Hobby:

Cooking delicious vegan food!



DANIELLA SMITH

Hometown: Seattle, WA

With a love for Vocal Performance, Daniella has already found her start within the music world. Serving as the Program Coordinator for a Voice and Opera Intensive at her alma mater, Baldwin Wallace University, she had the opportunity to contribute to the establishment of the program. Daniella additionally interned at a non-profit jazz club, bringing the unique opportunity to meet currently active jazz artists.

HAILING XIANG

Hometown:

Linhai, Zhejiang, China

The versatility of the creative arts means a lot to Hailing. Coming from an undergraduate background in Accounting at the University of Alabama, Hailing worked at a High School for a year before coming to MSLCE. She plans on developing and strengthening her skills in order to bring about new opportunities in entrepreneurship to the culture and communities around her.



If Someone Made a Movie About You, What Would it be Called and Who Would Play You?:

Ordinary and Greatness, starring myself!

Fortune Cookie

Message: "When they go low, we go high"

Favorite:

Play: *Hamlet*

Musical: *The Phantom of the Opera*

Something people find weird about you:

Seeing the craziest resemblances between people that no one else notices.



MUYIWA OYATOGUN

Hometown: Lagos, Nigeria

Despite majoring in Biology, Muyiwa finds his passions within the art world. Muyiwa decided to enroll in the MSLCE program in order to develop his creative skills to grow himself as a leader for those equally passionate about the display and diversity of art. He hopes to find himself in a position one day where he may be able to influence culture through his writing, teaching, storytelling and innovative content.

CHAD HEWITT

Hometown: Columbus, OH

Chad Hewitt is drawn to theatre more than other art forms for one simple reason: it's one of the few remaining forms of creative expression that can only be enjoyed in person. Hewitt hopes the MSLCE program will help him learn more about how theatrical productions are financed and understand the other economic aspects of running a creative enterprise.



I Want to Have Lunch With:

Amy Poehler

Ideal Job in 10 Years:

Producer for a professional theatre company or television show.

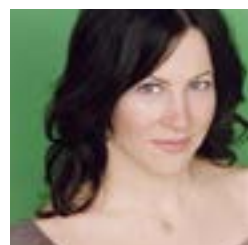
Take a look at some of the new positions of recent MSLCE graduates.



Lauren Vernea '17
Researcher for PBS
NOVA Series
Ark Media



Zoe Skehan '17
Production Assistant
NBC/Chicago Fire



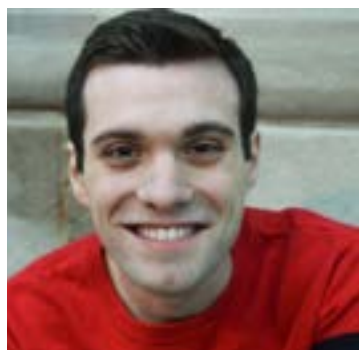
Laura Hess '16
Associate Producer
Shella Films



Kelsey Wright '17
Administrative Manager
Winnetka Community
House



Eu Jin Jeong '17
Marketing Intern
Guggenheim Museum

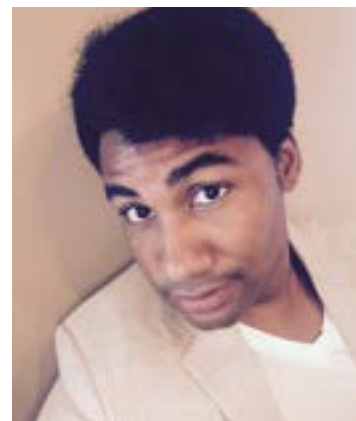


Joseph Giovannetti '17
Assistant to the Director of Development / Stewardship Coordinator
La Jolla Playhouse

At La Jolla Playhouse, I'm a part of the development team, which is the department that helps raise money from individual, corporate, and foundation donors (since it's a non-profit organization). My role is to provide executive assistance to the head of our department, and as Stewardship Coordinator I cultivate/maintain relationships with some of our highest donors/board members. Additionally between my internship and job, I was hired by the Production department for a creative role in one of the currently running shows, Wild Goose Dreams. My role was Music Consultant - I assisted the music supervisor in a few ways, and helped to maintain the integrity of the music when they were not in town.

Quinton Sprull '17
Home Entertainment & Finance Coordinator
Music Box Films

At Music Box Films, I serve as the coordinator of home entertainment and distribution, and primarily assist the directors of Home Entertainment and Finance to source and service our home entertainment clients (which include big name distributors like Amazon, Google and Netflix). While many of our acquired films perform well in US box offices, home entertainment distribution can account for millions of dollars in revenue across the multi-year life of a film. I'm happy to help support that portion of the life cycle for our library of films. An exciting example of this is our release of Wes Craven's 1978 film Summer of Fear this fall, which is sure to capture both brand new audiences and excite audiences already familiar with the cult classic.



Media Markets

with James Webster

Professor, School of Communication

By Jacob Nelson

The discourse surrounding media audiences is typically about how they're changing (e.g. moving to digital platforms, mobile devices, etc.). How have audiences stayed the same?

Back in 1960, one of the classic works on media effects argued that if you wanted to understand media's impact, you'd have to consider; 1) the predispositions of individual audience members, 2) the role of their social networks, and 3) the nature of the media themselves. That's not a bad way to think about audience behavior. People's predispositions, like their program type preferences or their tendency to choose information that confirms their biases, haven't changed that much. But the other factors have changed. Social networks now extend beyond face-to-face contacts, and the media environment seems to offer unlimited choices. Those changes enable people to act on their predispositions in ways that were unimaginable 20 years ago. For example, a large minority of the population has never been interested in the news. But in the good old days of three linear TV networks almost everyone saw the news despite themselves. Now the audience is divided between people who consume a lot of news and those who avoid it like the plague. So in that sense, the audience hasn't changed much, but their choice-making environment has.

Despite the fact that media companies know more about audience behavior than ever before, it still seems impossible to determine in advance what will be "a hit" Why is that?

There's an old adage in Hollywood, "nobody knows anything." Which means, even people with lots of experience and good instincts have a terrible time predicting what will be a hit. The complex nature of social systems and just plain luck seem to be the culprits. Some people claim to know how to make blockbusters, but it's best to be skeptical. Just think about it, if there really was a failsafe recipe for producing best-sellers, or making something go viral, then everything would be a huge hit. When in fact, most things are doomed to obscurity. But here's the irony, while we're bad at knowing which individual movie, or book, or song will a hit, we know that in any given year, overall movie box office, or book sales, or song track



Photo by Justin Barbin.

downloads will be highly concentrated. These are sometimes called "winner-take-all" markets. Every cultural market that I'm aware of exhibits this kind of concentration. And all the abundance of digital media isn't reversing that. In fact, many markets are becoming more concentrated. In the aggregate, these patterns are quite predictable, even though we can't seem to predict which titles will be the winners.

What predictions do you have for the future of media audience behavior?

One thing I'm certain of is that cultural markets will continued to be concentrated. For example, there's growing evidence that the scale advantages of big platforms like Facebook, Google and Amazon will attract more and more traffic. The other thing that will be increasingly important is the role of data and analytics in orchestrating the whole digital marketplace. We are ever more reliant on algorithms of one sort or another (e.g. search, recommendation, newsfeeds, etc.). They all depend on sorting through vast amounts of data, but most algorithms are black boxes that we don't fully understand. And if we can't see what they do, then we may unwittingly live are lives in "filter bubbles." Similarly, data are driving targeted advertising (or propaganda) in ways that ordinary users may not recognize. We can't begin to control the digital media marketplace if we don't know how is shapes audience behavior.

Professor James Webster teaches Understanding Media Markets: Users, Makers + Metrics for the MSLCE program.



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SPEAKER SERIES

- October 5** Rob Luchow, VP of Drama Production, CBS TV Studio
- November 2** Angelique Power, President, The Field Foundation
- November 30** Greg Cameron, Executive Director, Joffrey Ballet

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 final Winter 2018 deadline and first Fall 2018 deadline is December 3, 2017.
See our website for further application deadline information.

Newsletter Editor: Caylin Kaunas
Contributors: Jacob Nelson, Kathryn E. Lawson, Cara Lockwood
Unless otherwise stated, photos by Kathryn E. Lawson

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