

# Master of Science in Leadership for Creative Enterprises

Newsletter  
Spring 2018





## EXPANDING HORIZONS

The winter quarter is an especially dynamic one for MSLCE students. Courses in Economics, Business Models, Media Markets, Digital TV, and Public Policy challenged students to expand their knowledge base while also creating new opportunities for personal and professional growth. In addition to their studies, MSLCE students kicked off their spring quarter by traveling to New York City, Los Angeles and San Francisco in order to further immerse themselves in the inner-workings of leading creative enterprises and to connect in-person with leaders and innovators based in these cities. Students met with professionals from Amblin Entertainment, Brooklyn Museum, Facebook, LucasFilm, CAA, Second Stage Theater, Tribeca Film Festival, Berkeley Repertory Theatre, and many, many more. You can learn about these experiences directly from MSLCE students in the following pages.

Many MSLCE students are currently preparing to start their summer internships and others are getting ready to dive fully into their self-designed summer initiatives. I so look forward to sharing news about students' experiences with you. To hear about the most current MSLCE news and happenings, please visit our website – [creative.northwestern.edu](http://creative.northwestern.edu). Be sure to check out the website for upcoming announcements about new course offerings and new faculty as we continue to grow the MSLCE program!

Jennifer Novak-Leonard  
Faculty Director, MSLCE

## MEET THE MSLCE STAFF



Mandi Glowen  
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## DIGITAL TELEVISION

Using Prof. AJ Christian's new book, *Open TV: Innovation Beyond Hollywood*, students discussed the strategies of producing content, including development, production, financing, marketing, and distribution, throughout the history of the television industry and evaluated how they have affected the industry. The class also discussed the representation of marginalized groups in the media, the history and implications of legacy television, and the future of the industry itself. Students also talked directly with industry professionals from networks Showtime, Hulu, and HBO and gave "Critical Karaoke" presentations, in which examples of television specific to that week's topic were evaluated using the framework for the class. *By Chad Hewitt*

## UNDERSTANDING MEDIA MARKETS: USERS, MAKERS, METRICS

Ever wanted to know how many people visit the top social media sites in the world? Or how much time each person spends on Facebook, Instagram, or Twitter, and what demographics are visiting these sites? Prof. Jim Webster helped students explore the metrics side of the entertainment industry through desktop and mobile channels. Students got the opportunity to directly work with comScore software (an American media measuring and analytics company that provides marketing data and analytics), and used the data they gathered to study trends for their individual and group projects. *By Poorvi Nair*

## ECONOMICS OF CREATIVE ENTERPRISES

Students enter the program with a plethora of creative business ideas, but how do you convince investors to fund your project? This quarter, students learned how to speak the language of finance through Prof. Cory Sandrock's course. Topics in economics, accounting, external finance needed (EFN), and valuation culminated with a final project that required students to create new business ideas along with the financial statements to support them. *By Nick Roman*



## BUSINESS MODELS IN CREATIVE ENTERPRISES

So, you have an innovative idea, a strong network, financial stability, brand recognition; you've got a good business, which is...good, but how do you make it great? This class, led by Prof. Cory Sandrock, provided students an opportunity rarely offered in an academic environment, the chance to apply their knowledge in a practical setting, with real companies. Early on in the course, students were assigned one of several creative companies currently in operation such as the Joffrey Ballet or the GreenMan Theatre Troupe, and were asked to complete a major project in assistance to the company. *By Charlie Wein*

## ARTS, PUBLIC PURPOSE + POLICY

How do we talk about the value of the arts? This was one of the key questions we set out to answer in Prof. Jennifer Novak-Leonard's new course. In the class, we spoke at length about the different ways that the arts are supported by government at national, state, and local levels, as well as by independent organizations. Overall, this course asked students to consider the arts within the larger context of society, beyond our own artistic practices and interests. As future leaders in the industry, this lens will help us consider not just the internal value of the arts, but also the larger impact and importance of our work. *By Tate Glover*



## HALEY BAKER

### Hometown: Scarsdale, NY

Haley Baker's passion for television began when she was in high school and she discovered the show *Friday Night Lights*. It was the first show she watched not just from the perspective of the audience, but from the perspective of the show's creators. "That was the first show I thought strategically about. I thought about why the producers made certain decisions. It was the first show that really spoke to me." The reason Baker is excited to work in television is because she wants her career to "contribute to the process of bringing stories to people every week that they love, that's the experience I had with TV growing up, and I want that to be my job."

**Areas of Interest:** TV/Film, Video/Digital Media, PR/Marketing

**Favorite TV Show:** *Friday Night Lights*

**3 Words That Describe Me:** Loyal, Hardworking, Compassionate



## MICHELLE GATESY

### Hometown: San Jose, CA

For Michelle Gatesy, opera runs in the family. The San Jose native grew up with a father who was passionate about opera, and who would take Gatesy to see performances from the time she was 10 years old. While pursuing her undergraduate degree at the University of San Francisco, where she studied English and music, Gatesy took Introduction to Opera courses and also went to the city's renowned opera houses. Gatesy aspires for an administrative position within the opera world where she can play a role in trying to expand the opera audience. She hopes to do so by working in an outreach role to make more people aware of what opera is and why it's appealing. "Opera is not as well attended as other live music events, and I think that's really disappointing."

**3 Words That Describe Me:** Warm, Ambitious, Intuitive

**Favorite Opera Works:** *Giulio Cesare, Un Ballo in Maschera, Die Meistersinger von Nürnberg*

**Areas of Interest:** Music, Fine Arts, Nonprofit Work, Opera, and Classical Arts



**Favorite Independent Label:** TDE (Top Dawg Entertainment)

**Favorite Chicago Landmark:** The view from the Willis Tower

**Dream Internship:** Pharrell Williams' multimedia company- i am OTHER

## CHARLIE WEIN

### Hometown: Pittsburgh, PA

Charlie Wein has been interested in theatre since he was three, when his mother introduced him to it. He appreciates theatre's ability to "make an impact on people. Theatre forces people to look at the world with a different perspective." Though he's acted and directed, Wein prefers directing. He says he's "too nervous to be a phenomenal actor," but that nervousness is good when it comes to overseeing and organizing an entire production. "Some of the best directors are a little more OCD, they make sure little moments are working, and they've covered every aspect of the show."

## UNIQUE DaCOSTA

### Hometown: Hoffman Estates, IL

The Illinois native has always been interested in the music industry, and has taken a variety of steps to enter it professionally. For example, she started an organization called I-NSPIRE in Grand Rapids, Michigan to provide a platform for young women in the community interested in creative expression. She also runs a podcast that she began in college, where she and a co-host discuss hip-hop culture and music. DaCosta's interest in the music industry began with her father, who was a DJ for a reggae band, Jamaican Sound System. As DaCosta has gotten more focused on finding her way in the music world, she's found herself increasingly discussing where women fit into it more generally. "A lot of women just aren't taken seriously in hip-hop. We're starting to be seen as equal counterparts, there's a little bit more of a welcoming spirit."



### Ideal Job in 10 Years:

Artistic director of a theatre company that specializes in experimental work

**Dream Internship:** The Royal Court Theatre in London

**Award Most Likely to Win:** Shoe Lacing Champion

## ADRIAN ALEA

### Hometown: Fort Myers, FL

Adrian Alea first fell in love with the arts as a kid, riding in his mother's car while the soundtracks to renowned musicals would play in the background. He remembers first hearing *Man of La Mancha*, *Evita*, *Mamma Mia!*, *Joseph and the Technicolor Dreamcoat*, and *The Phantom of the Opera* – all while heading to elementary school. "I found myself enamored by the power of storytelling through music and lyrics." The realization inspired Alea to pursue opportunities in theatre. "Through my involvement in theatre, musicals, and art, I was able to express the feelings and emotions that I never allowed myself to experience in my everyday life. I had the gift and joy of playing in a fully created and conceived world."



### 3 Favorite Musicals:

*Next to Normal*, *Spring Awakening*, *Hamilton*

**Dream City to Live In:** New York City

### Most-Wanted Awards:

Pulitzer Prize and Tony Award

## TATE GLOVER

### Hometown: Boulder, CO

There are two creative industries that fascinate Tate Glover: dance and film. Once Glover finishes the MSLCE program, they plan to pursue a career that fuses both of these industries together." As a choreographer, Glover enjoys "being in charge of what's being expressed. You're starting from a very basic spot, which is the human body, and there are so many different things you can do with that." Though Glover is interested in combining choreographed dance with the art of filmmaking, they also acknowledge that bringing these two creative fields together presents challenges. "With film you're both more limited, since you're working on a 2D screen. In a performance you can put dancers anywhere in the performance space, but also there's more possibility. You can put a camera in places where you cannot put an audience member."



### 3 Words That Describe You:

Calm, Silly, Itchy

### Dream Place to Live:

Somewhere in France

### Favorite Choreographers:

Pina Bausch & Anne Teresa De Keersmaeker



## DEANNA HAGGAG

President & CEO  
United States Artists

As the people behind United States Artists began digging into the impact cuts to the NEA in the 1990s would have on artists, they came across a disturbing realization: There was a real lack of resources available to aspiring artists to begin with. Haggag said that the people behind USA realized that “artists make little money, and there’s very few infrastructures for them.” United States Artists was founded in 2006 to address this issue and annually awards \$50,000 fellowships to roughly 50 artists across disciplines. Haggag, who joined the organization in 2017, discussed the ways in which the organization has changed since it began, and the ways it has remained the same. “Today we’re asking ourselves lots of the same questions,” Haggag said. She listed one that comes up often: “What are financial infrastructures we can make to help the field just inch a little bit forward?”

## CRISS HENDERSON

Executive Director  
Chicago Shakespeare Theater

“I have one of the greatest jobs in American theater, but I have one of the worst resumes.” By “worst” Henderson really means “shortest.” That’s because he’s held the same job for the past twenty-eight years as the executive director of Chicago Shakespeare Theater. Henderson told the audience how a person with little interest in the world’s most renowned playwright became the head of an organization dedicated to his work, and how he’s managed to keep that work exciting over the course of nearly three decades. During the talk, Henderson also described the importance of increasing diversity in theater, and Chicago Shakespeare Theater’s active role in the process. “When you zip back to late 80s, early 90s, when it was most uncommon to see an actor of color on stage in classical work... most of our early work was done with a multicultural cast,” he said. “Creative industries across the country need to do this work.”



## ADAM TUCKER

President  
Ogilvy & Mather New York

“In an era where if you go online and get a review about anything, do brands matter anymore?” This was the question Northwestern alumnus Adam Tucker, president of Ogilvy & Mather New York, put to the audience at the beginning of his presentation. Citing data and articles questioning the influence that brands have today, Tucker explained how Ogilvy was compelled to undertake a global study on the role brands play in consumers’ lives today. Key takeaways from the 8,000 surveyed across the world? Brands are still relevant and influential (in some countries more than others), but increasingly, consumers are looking to the values and service aspects of brands when making their choices, not brand image. With this in mind, Tucker then presented some cutting-edge work with companies like Babolat, Coca-Cola, British Airways, Huggies and Glade, that illustrated how Ogilvy is successfully navigating this new landscape and creating meaningful engagements with customers by integrating technology, articulating value, and also tugging at a few heartstrings along the way.

## LYRIC OPERA

How many cultural institutions reap the benefits of 45,000 steps of foot traffic every day? Lyric Opera of Chicago is uniquely set apart from other opera and cultural institutions because of its location in the heart of downtown Chicago. Vice President of Marketing Lisa Middleton explained how Lyric views opera as an evolving art form. She walked students through Lyric's revamped marketing strategies, which includes a focus on multi-modal advertising. Cayenne Harris, vice president of Lyric Unlimited, told students that relevance is key, and building connections with audiences by pushing boundaries with additional art forms expands Lyric's reach. Harris spends the bulk of her time curating first experiences to the opera, and stressed the importance of attracting the right audiences. Harris' approach to newcomers is person-first. She said she wants to "meet them where they are, listen, collaborate, and see their interests."

By Nick Roman



## THE SECOND CITY

Ask any stranger on the street and they may give you different examples of what Chicago is most known for. Some may tell you it's the Cubs, some may tell you it's the cold weather, and some may tell you it's the architecture. For many entertainers and performers however, Chicago is the nation's capital of comedy and the epicenter is the iconic Second City theatre in the heart of Old Town. During the discussion, the group learned about The Second City's unique method of producing a show, which involves testing new material for their sketch revues in front of live audiences in order to make decisions on what scenes to include in the final version of the show. The strategy is known as "process" and it's the core of how most of the resident revues are developed in the theatre. The model is also the core of the Conservatory program in the Training Center, an advanced training curriculum where students ultimately write and produce their own Second City-style revue show. By Chad Hewitt

## LEO BURNETT

If it wasn't for his optimism, Leo Burnett's eponymous, world-renowned advertising agency would probably not exist today. MSLCE students had the opportunity to visit the Leo Burnett offices in downtown Chicago, where they met with VP Account Director, Erin Fallon Ingram, SVP Director of the optimization team, Garrick Bradley, and two members of the talent management team, and got a feel for the working environment of the agency. As part of the visit, students also toured the Innovation Lab, the place to experience technology firsthand. They were introduced to several different technological innovations created at the agency, including Visual Light Communication, Conversational Technology, and even a Smart Mirror, an emerging technology for retail stores.

By Poorvi Nair





Students at The Araca Group.

## NICK ROMAN

As the winter quarter came to a close, MSLCE students and faculty packed their bags and headed out to one of three trek immersions: New York City, Los Angeles, or San Francisco. While all three connected students with invaluable professionals and companies in the creative industries, New York stood out as the heart of theatre, a mecca of art museums, and one of the most diverse cities on our planet.

Our visit included a meeting with Rachel Chanoff, director of The OFFICE performing arts + film, which curates visual and performing arts programming for various clients in the creative industries. From her viewpoint as a consultant, Chanoff gave students her first-hand insights into leadership styles across several creative companies.

Pioneer Works in Brooklyn, a site visit on the trip, is an art and technology incubator that offers interdisciplinary programming for the community. Operating in a former machine manufacturing warehouse, Pioneer Works serves the Red Hook community. As a younger organization, Director of Public Engagement, Sheetal Prajapati, shared initiatives that seek to help diversify visitors and improve the visitor experience, such as investing in front-of-house operations and the continuation of community events.

Another site visit, Mass Appeal, a media and content company, is uniquely set apart from other companies by its focus on hip-hop culture. Mass Appeal shapes a multitude of cultural elements such as art, TV/film, digital video, creative

services, and contains an independent record label, Mass Appeal Records. With its strong brand positioning in hip-hop culture and collaboration with people such as producer Rahman Ali Bugg, Mass Appeal has established a legacy that both represents the past and looks toward the future.

**“In the words of the Schuyler sisters from *Hamilton*, New York truly is ‘the greatest city in the world’.”**

Known as A.R.T./New York, the Alliance of Resident Theatres helps emerging groups access financial support and resources. In 2017, A.R.T./New York was able to give \$155,500 in grants and \$1.5 million in loans to support the theatre community. Deputy Director Ann Marie Lonsdale and Communications and Membership Manager Kati Frazier sat down with students and outlined how A.R.T./New York works with theatre companies on budgeting, access to rehearsal space, and professional development.

Passion, taste in repertoire, commitment to vision, and board relationships were themes throughout the meeting with Second Stage’s founder Carole Rothman. Second Stage operates as a non-profit and is committed to presenting American stories by living playwrights. Rothman’s illustrious history with the company highlighted challenges in its early years, all the way through the prestigious purchase of the Helen Hayes Theatre on Broadway. Notable productions



include *Dear Evan Hansen*, *Next to Normal*, and *Lobby Hero*.

Our visit there concluded with an exclusive tour of the beautiful Helen Hayes Theatre and backstage spaces. In our free time, students enjoyed Broadway shows, boroughs of the city, delicious cuisine, dollar pizza, and sightseeing. In the words of the Schuyler sisters from *Hamilton*, New York truly is “the greatest city in the world.”

## CHAD HEWITT

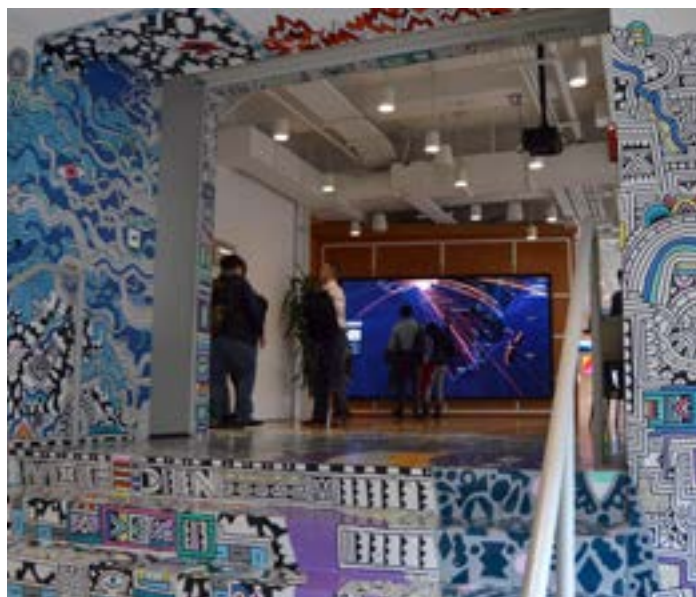
After spending nearly 20 weeks studying the many different aspects of the creative industries, the 2018 MSLCE cohort boarded planes bound for a week long professional trek. Students on the New York City trek enjoyed a diverse tour of several different organizations, ranging from a locally focused arts collective to the international behemoth Facebook. Each of the speakers and site visits provided the MSLCE group with multiple perspectives about the pace, opportunities, and challenges of working in the creative industries in the cultural center of the world.



*Students listening to Sheetal Prajapati at Pioneer Works in Brooklyn.*

One of the group’s first site visits was to Brooklyn Museum, one of America’s oldest and largest art museums. Students heard from members of Brooklyn Museum’s curatorial and development teams and learned of the unique challenges for both departments. One of the major takeaways was how both of these teams must consider the marketability of everything they do in order to consistently maintain and grow Brooklyn Museum’s brand.

On Wednesday, the group met with Mara Webster and Kweighbaye Kotee, from the Tribeca and Bushwick film festivals, respectively. The two spoke extensively on the various challenges of nurturing a career in the arts in NYC and how they were each able to establish themselves in a competitive industry through passion, hard work, and



*Students at Facebook New York.*

tenacity. Kotee in particular described how she built The Bushwick Film Festival from the ground up and the crucial importance of community engagement within arts organizations. In the afternoon, the students travelled to The Araca Group, a live entertainment and merchandise company, to hear from several leaders, ranging from client service representatives to the executive vice president of finance. Each speaker described their own career path and what brought them to Araca, emphasizing the importance of collaboration when working on creative teams.

The final stop for the MSLCE group was to the New York Facebook offices where they met with Gabrielle Gibbs, who leads advertising insights and marketing strategy for ad effectiveness. Students learned how Facebook uses data to develop their visual storytelling strategy and more importantly, enhance the user experience on their social media platforms. Gibbs also lead the group on a small tour of the office space where they were able to engage with interactive exhibits using real-time data from Facebook users all over the world.

**“The overwhelming consensus in their advice was that cultivating personal and professional networks is essential for a successful career.”**

The group was also given the valuable opportunity to meet with MSLCE and other Northwestern alumni to discuss their own experiences navigating the job market post-graduation. The overwhelming consensus in their advice was that cultivating personal and professional networks is essential for a successful career in the creative industries.



Students outside of United Talent Agency. Photo by Katherine Lelek.

## POORVI NAIR

From Amblin Entertainment to Universal Music and Amazon Studios, MSLCE students were very fortunate to have the opportunity to meet professionals whose stories served as a source of inspiration. Northwestern is known for having a strong alumni network, and the sites and people that MSLCE students experienced were all largely due to the helpful alumni working at the different companies who stepped forward and made the trip the success that it was.

The first event was the Welcome and Networking Mixer, where students interacted with some of MSLCE's very own alumni from 2016 and 2017 — namely Chip Potter, Daniel Dvorkin, Gloria Coulanges, and Laura Hess. They all had valuable information regarding what to do after graduating the program, and their current careers also served as motivation and a source of inspiration for the current cohort.

Other notable alumni present at the mixer included Melissa Center, Dave Harding, Don Weiner, and Laverne McKinnon. All currently in the entertainment industry, it was an evening of casual networking, socializing, and advice sharing.

Each morning, the group hosted a speaker at the hotel. One of these was Olivia Mascheroni, NU alum, and executive at The Black List. Mascheroni had a very candid approach, and broke down the TV and film process from script acquisition to development and release.

**“The trip to LA gave students an opportunity to completely immerse themselves in the TV and Film industry. It was truly an unmatched experience.”**

The trip also included a visit to the renowned United Talent Agency (UTA), where the strenuous and stringent environment at the biggest agency in the United States was very evident from the get-go. Students had a taste of agency life from experienced agent Ryan Muckenthaler, as well as new agent trainees, including MSLCE alumnus Chip Potter.

The group was also able to visit MACRO, a new media conglomerate geared towards minority empowerment. Students heard from almost all the top people at the company, from the CFO to the president and VP of production.

Since there is only so much that can be taught in a classroom, the trip to LA gave students an opportunity to completely immerse themselves in the TV and film industry. It was truly an unmatched experience, and students completely enjoyed the opportunity.



Students at Universal Film Music and Publishing. Photo by Katherine Lelek.

## DANNY BITTKER

The opportunity to meet with the entertainment industry's top leaders in Los Angeles allowed students to gain incredible insight into what it takes to be successful in film and television.

The morning speakers hosted at the hotel included Vance Garret, vice president of Experiential Global Entertainment for Westfield, one of the world's largest mall and venue owners; as well as Marc Provissiero of Odenkirk Provissiero Entertainment. Garret has extensive experience as an experiential event producer and walked the students through what it was like to create "Instagram-worthy" experiences like the Museum of Ice Cream. Provissiero got his start as an agent at WME and his company now manages various actors and creative projects. Provissiero shared his thoughts on his history in the industry and where he sees movies and television, especially comedic works, going in the coming years.

On a site visit to Universal Film Music and Publishing, students sat down with President Mike Knobloch. Knobloch graduated from Northwestern in 1992 and has since overseen the musical scores for films like *Avatar* and *Pitch Perfect*, and was nominated for a Grammy Award for *Fifty Shades Darker*. Knobloch walked us through his process for creating and executing musical scores and shared how they created a cover of Coldplay's *The Scientist* by Corinne Bailey Rae.

Another site visit took students to Amblin Partners at Universal Studios where they met with the Co-President of Production and Northwestern alum Jeb Brody, who sat with students for two hours and gave them an inside look at Steven Spielberg-led productions and the film industry as a whole.

The visit to Amazon Studios presented an amazing opportunity to talk with several development executives including Brianna Oh and Michael Chong, who shared their career paths with students and how they envision Amazon Studios as a part of the larger Amazon corporation.

At Participant Media, which has produced films and documentaries like *Spotlight*, and *The Help*, among many others, students met with a number of their development team including Kristi Whisler, a Northwestern alum who is the director of Documentary Film and TV for the company.



Students at Amazon Studios. Photo by Katherine Lelek.

The trip wrapped up with a visit to NBCUniversal Studios and an opportunity to sit in the audience for a live taping of the *Steve!* television show with Steve Harvey. The students were able to see what goes into creating a live television production and one member of our group was actually on TV! The group was able to get a behind-the-scenes look, from the camera work to the audience direction and saw Steve Harvey interview several guests and panels as part of the show.

The LA trip was a fantastic opportunity to experience every aspect of the film and television industry and it left students feeling inspired and determined for what comes next.



Students at the San Francisco Museum of Modern Art. Photo by Miya Williams.

## CHARLIE WEIN

The dozen MSLCE students who made the trip to San Francisco took full advantage of the opportunity to build connections and gain valuable insight from top-notch creative leaders in the industry. The trip kicked off with a cocktail event with alums currently working in San Francisco. Two alums from MSLCE class of 2016, Scotty Stieber and Zach Hyman, introduced us to the city and touched on their transition to the professional world.

Lucasfilm, the world-famous production company behind the *Star Wars* mega franchise, was a site visit where students were greeted by Director of Talent Development, Danielle O'Hare, and Director of International Franchise Marketing, Barbara Gamlen. After a video showcasing the special effects work done by Lucasfilm and Industrial Light and Magic throughout the years, Gamlen opened up the floor for a Q&A about the workings of Lucasfilm. Students gained valuable information about the process of running a transmedia entity as big as *Star Wars* and specifically how to approach marketing for the product in various parts of the world. After the Q&A (and signing an NDA), students were treated to a tour of the facilities and explored the vast Lucasfilm Presidio campus.

Kat Bachert, project manager at Oculus Rift, came to speak to students at the hotel, where she offered her thoughts on the uses and future of virtual reality and how it can be utilized as a form of art, to reach audiences and inspire empathy, and how it can provide opportunities for people to explore

the world outside physical limitations. Bachert additionally provided some valuable insight for those wishing to build a career in the tech industry, including the steps to take, the difficulties along the way, and the winding path that led her to her current position.

The group also made its way to AKQA. Self-described as a "digital design agency," AKQA handles all aspects of digital and experiential marketing for leading companies from multiple industries, including Audi, Apple, and Verizon. Sitting down with the panel of leaders, moderated by new staff member and MSLCE alum Zach Hyman, AKQA showed students how they differentiate their advertising strategies by thinking outside the box, demonstrating a phenomenal balance between the creative side of digital advertising and the business side.

At MasterClass, a startup experiencing a great stride of success by producing series of video classes with prominent experts from multiple areas, students sat down with Creative Producer Gabe Jewel, as well as other heads of the company from both administrative and creative departments, to discuss the ins and outs of operation. From Jewel, students got an idea of what goes into the process of building a curriculum around any particular subject – from conceptualization to release. Having to work around their Masters' schedules, preventing internet piracy, and figuring out how to translate different subjects into online instruction can all be daunting. But, it was clear to see that Masterclass is a company to watch in the tech startup sector.

Grad school is a great place to learn valuable skills for the future. However, while classes are valuable, there's no substitute for examining how those acquired skills can be utilized in the real professional world, as students experienced first-hand on the San Francisco trip.

## TATE GLOVER

At a site visit to the San Francisco Museum of Modern Art, students were given a tour by one of the curators, Sarah Roberts. Recently, SFMOMA expanded their old building, bringing the museum to ten stories. Roberts explained that the expansion served a dual purpose: create room for more artwork as well as to give the community more options to engage with free spaces and performances. After the tour, we had the opportunity to speak to a number of administrative staff members about the museum's goals and challenges. The museum staff was dedicated to finding ways to benefit and dialogue with the San Francisco community at large while working within the constraints of



Students at the alumni networking event. Photo by Miya Williams.

running a large arts organization.

A hotel speaker session with Javier Chen and Casey Baker, two employees at Pandora, gave students insight into different ways to take care of employees and generate internal company culture. Within Pandora, there are employee community groups that build strong networks throughout the company. We heard about how investing time into creating a strong team and having a vision for your team within the framework of the larger company can help bolster work ethic and make work more fulfilling.

At our visit to Edelman, a public relations and marketing organization, we spoke with the Vice President, Andy Lutzky, who encouraged us to work hard and be as helpful

as possible to those around us. We also learned about the Edelman Trust Barometer from Executive Vice President Stacy Sommer, who shared how from extensive research, Edelman has been able to collect data about which sources



Students at Lucasfilm. Photo by Miya Williams.

of information people across the U.S. trust.

At another site visit to a technology-based company, Kanopy, a growing video streaming service that aims to provide "Thoughtful Entertainment," we met with Founder and Chief Executive Olivia Humphrey. Humphrey shared her impetus for starting Kanopy as well as how the company has managed continuous expansion in an industry full of competitors like Netflix and Hulu. It was inspiring to see how Humphrey had identified a problem within educational film distribution and created Kanopy as a responsive and efficient solution.

**“Find what makes you different from everyone else and hold tight to that — it will be the thing that helps you prosper.”**

At Berkeley Repertory Theatre, we met with Rachel Hull, the director of the School of Theater and were given a tour of Berkeley Rep's two theater spaces — Peet's Theatre and the Roda Theatre. Hull explained how earlier in its lifetime, Berkeley Rep tried to be everything for everyone, but has since learned to focus in on the esoteric programming for which it is now known. She advised us that as a company you should not overpromise your capabilities. Hull also told us that cultivating a group of dedicated subscribers is critical to the running of a theater like Berkeley Rep.

My biggest takeaway from the San Francisco trek was that you need to work hard and be dedicated to your passion to work in the creative industries. Find what makes you different from everyone else and hold tight to that — it will be the thing that helps you prosper.

## ENTREPRENEURSHIP 101

David Schonthal, Clinical Assistant Professor of Innovation and Entrepreneurship + Gregg Latterman, Adjunct Lecturer, Kellogg School of Management

As emerging leaders in their respective fields, students in this year's cohort have a surplus of innovative ideas for new projects and enterprises in the creative industries. In fact, the winter term's classes had a significant focus on the work involved in planning for a new business venture, both financially and strategically. The current cohort was treated to a day-long entrepreneurial workshop presented by Northwestern University's own faculty that highlighted the best practices, tools, and common pitfalls of developing an enterprise from idea to realization. Schonthal and Latterman both emphasized one key point when developing new business ventures in the creative industries: start with people. While there are a lot of entrepreneurs with worthwhile ideas for new businesses, the most successful ventures are those that solve problems or provide benefits to their target customers through empathy and contextual research. *By Chad Hewitt*



## INTERVIEWING SKILLS

Amanda Schonfeld, Recruiting Team Lead, GSA - Technology Transformation Service So, you submitted your cover letter and your resume, you waited anxiously, then you got the call, they want to interview you for the job! But how should you dress? What should you say? How do you make yourself stand out from everyone else?

Throughout the day, professional recruiter Amanda Schonfeld took students through every step of the interview process and offered guidance on how to approach any given situation. While skills varied for every type of interview, whether you're interviewing with one person, over Skype, or in front of a panel, the key is to be prepared. Schonfeld suggests spending a minimum of four hours preparing for an interview and stressed the importance of being emotionally present.

After a day with Schonfeld spent observing, preparing, and practicing, the students left eager and enthusiastic for their upcoming interviews. *By Charlie Wein*

**LISA CORRIN**

Ellen Philips Katz Director, The Mary and Leigh Block Museum of Art

In an inspirational and engaging talk, Lisa Corrin, the Block Museum's new Ellen Philips Katz director, shared with students key insights about what it takes to be a successful CEO in the creative fields. When Corrin was first appointed as the CEO of the museum, she faced significant challenges to bring the museum to function along the lines of its mission statement. Addressing herself as a manager of change and a convener rather than the director of the museum, Corrin explained that the job of a CEO was to coach others to be the very best they can. *By Poorvi Nair*

**LIZ GERBER**

Associate Professor of Design, Segal Design Institute

During her talk, Gerber focused primarily on the work done by Design for America, which tackles problems that are sometimes overlooked, but can be fixed with straightforward solutions that dramatically improve people's lives. She described Jerry the Bear, a stuffed bear that helps children with Type 1 diabetes. The bear was created to help children understand how to take care of themselves and the different requirements of their bodies at a young age. Asked for advice on selecting a mentor, Gerber said that typically people reach out to mentors too early, before they know exactly what kind of help they need. Or, on the flip side, they reach out too late, when they really needed the help in the earlier stages of their project. She suggested pinpointing what you will be asking for before you contact people for aid and try to determine whether now is the right time. *By Tate Glover*





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## SPRING SPEAKER SERIES



**April 5 5:15pm**     **Jake Trussell, Creative Director, World Business Chicago**

**May 21 5:30pm**     **Shona McCarthy, Chief Executive, Edinburgh Fringe Festival Society**

*Missed an event? Visit our YouTube channel for clips!  
Visit our website in September for information on our fall quarter events!*

## LEARN MORE

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Interested in applying?  
We are now accepting applications for Fall 2018 and Winter 2019 admission.

Newsletter Editor: Caylin Kaunas  
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Unless otherwise stated, photos by Kathryn E. Lawson  
Cover photo: Students speaking with Olivia Mascheroni of The  
Black List in Los Angeles. Photo by Katherine Lelek.

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