

# Master of Science in Leadership for Creative Enterprises

Newsletter  
Winter 2015



Northwestern University  
School of Communication

# From the Director

## A New Program Begins



Welcome to the inaugural issue of the newsletter for the Master of Science in Leadership for Creative Enterprises (MSLCE) program at Northwestern University. This graduate program helps students acquire the business skills and industry contacts needed to develop a leadership career in the creative sector. Since its launch we have been busy making this vision a reality by combining highly specialized coursework with ample opportunities for professional exposure and networking.

In this newsletter you will find a summary of the courses offered in the fall 2014 quarter. Cutting across this diverse set of classes is a focus on interdisciplinarity. This is a reflection of how the boundaries of various platforms and distribution methods are being blurred across creative enterprises, making our emphasis on working across disciplines central to the development of the leadership skills needed to succeed in the contemporary environment.

Our student body also reflects our interdisciplinary environment. The three current students we profile in this newsletter are examples of the wide range of disciplines and backgrounds represented in this program. Our pedagogical approach gives students multiple opportunities to work across creative platforms and learn about other industries in the classroom setting.

An interdisciplinary perspective also permeates our strategy of exposure to the world of practice. From the monthly speaker series to frequent visits to companies in the creative sector, we facilitate connections with a wide array of industry leaders. They share with our students what it takes to succeed professionally and the current challenges they face in their respective organizations. In the pages that follow you will see highlights of the fall quarter speaker series and the site visits that took place during a trip to New York City.

We have lots more in store for the remainder of the academic year. Stay tuned by visiting our website (<http://creative.northwestern.edu>) and if you have any questions, suggestions or ideas, please feel free to contact me at [creative@northwestern.edu](mailto:creative@northwestern.edu).

Pablo J. Boczkowski  
Professor, School of Communication

## PROGRAM STAFF

**Pablo J. Boczkowski**  
Faculty Director

**Colin DeKuiper**  
Assistant Director  
of External Programs,  
Internships, & Career  
Services (EPICS)

**Kathryn E. Lawson**  
Associate Director

**Jenna E. Myers**  
Program Assistant

School of Communication  
Frances Searle Building  
2240 Campus Drive, 2-156  
Evanston, IL, 60208

<http://creative.northwestern.edu>  
[creative@northwestern.edu](mailto:creative@northwestern.edu)  
847.467.7117

*Cover photos (clockwise from top): Talent agent Kevin Crotty (left) participates in a speaker series event. A student asks a question during a speaker series event. Photos by Justin Barbin for the School of Communication. Students meet with Lee Overtree of Story Pirates in New York. Photo by Colin DeKuiper.*

# Faculty and Teaching

## An introduction to the fall 2014 quarter faculty and course highlights

### CREATIVE INDUSTRIES

What do Cher, Kanye West, and Northwestern faculty **Jake Smith** have in common? Autotune. Cher used it to stage a comeback. Kanye used it throughout his 2008 album “808s and Heartbreak.” And Smith used it as his inspiration to become an academic. The former musician and current Radio, Television, and Film associate professor remembers hearing autotune for the first time, and how that got him thinking about what happens when music and technology intersect. **“Being somewhere where sound was being recorded on a computer really brought home in a tangible way how media technologies would change the way performers do what performers do,”** Smith said. He explored these ideas in his book, *Vocal Tracks: Performance and Sound Media* (University of California Press, 2008).

This fall, Smith taught a course entitled “Understanding the Creative Industries,” which offered an overview of the key dynamics of modern media industries. It’s a course that drew on his experiences both as an academic and as a former professional musician. Smith wrote and performed songs with the band The Mysteries of Life in the ‘90s, and got signed to a major label in the process. “I’ve always felt like somebody who had a little bit of a foot in both camps,” Smith said. “I’m someone who worked in the creative industries and writes and teaches about them.”

### MEDIA MARKETS

At first, a weatherman predicting rain may not sound too different from a website predicting what movie you should watch. Both are using a lot of data to make an educated guess. **James Webster** would argue otherwise. “The social world is very different from the physical world,” Webster said. **“Measurement has the power to alter the social world in a way that weather predictions couldn’t alter the weather.”** He would know, too. A Northwestern professor in the Department of Communication Studies, Webster has been researching and teaching the subject of audience formation and metrics for decades. This fall, he taught a new course that focused on media audiences. “The central focus is audience formation,” Webster said about his class, “the forces that create audiences, loyalties,

fragmentation.” Modeled around his recent book on the subject, *The Marketplace of Attention: How Audiences Take Shape in a Digital Age* (The MIT Press, 2014), the course took what Webster refers to as an “audience-centric” approach to examining media industries.

### SOCIAL MEDIA MARKETING

This fall, **Eric Patrick** taught students the importance of marketing themselves and creating their own brand — skills he is quick to admit he struggled with throughout his long, varied career in filmmaking and animation. The Northwestern associate professor has done award-winning children’s animation (Blues Clues), independent film animation (Stark Film) and political advocacy animation (Citizen Primer). “It always has been critical to brand yourself,” Patrick said. **“People with the knack for self-branding always did better in their careers.”** Patrick considers this self-branding to be a holistic, experiential process, heavily influenced by social media and viral videos. With so much media available, knowing how to get your work noticed is invaluable for artists. “You have to really do something to call attention to yourself,” Patrick said. “You can’t just assume, ‘Because I’m good, people are going to find me.’”

### PROJECT MANAGEMENT

The words “project management” seem inevitably (and unfortunately) linked to corporate office world tedium. **Dan Heck** has changed that by turning project management into a skillset targeted toward people interested in working in artistic industries. Heck taught a course that offered students the skills they need to work with people on artistic pursuits, but also to become aware of the many ways they can use the skills they’ve honed, regardless of whether its proficiency in acting or in playing a musical instrument. **“Performing arts environments know how to close projects so much better than corporations,”** Heck said. “When corporations close, they never close the curtain, but there’s nobody in the audience anymore. They look around and realize they’re working on something that’s obsolete.”

# Student Profiles

Our first cohort comes from a variety of backgrounds

## OPERA

For the last few years, **Kaitlin Very** taught music to an eager group of students: preschoolers. “You won’t get a more excited group of students than four-year-olds,” Very said. Since graduating from the Bienen School of Music at Northwestern, Very began working as a music teacher in Pittsburgh. The experience has given the opera singer the motivation to finally pursue arts outreach professionally. “That is my main inspiration,” she said. “I really want to focus on outreach and opera in the future.”

Very was drawn to the Master of Science in Leadership for Creative Enterprises program by its emphasis on connecting students with industry people with the goal of opening doors for future career paths. She’s also interested in learning the basics of marketing and finance so that she can pursue jobs in outreach and education that require those skills. “In the long run, I would love to own or work for an opera company that does a lot of arts activism and outreach and education,” Very said. “That’s what I’m most passionate about.”

## DANCE

For **Natiya Reggans**, dancing is a form of communication as much as it is a passion – which makes sense, considering she’s been dancing for longer than she’s been doing just about anything else. “I’ve been dancing since I’ve been able to walk,” she said. Reggans began dancing by exploring ballet, and soon moved onto jazz and hip-hop. Though she’s learned different kinds of dance over the years, the act itself has remained a constant in her life. “I’ve just done it for so long I can’t really see my future without it,” she said. But dancing professionally isn’t easy. There’s a lot of instability and, like acting, it’s a competitive field. “You don’t make a lot of money, it’s a scary industry,” Reggans said. “You can be dancing one day and bussing tables the next, you don’t really know.”

Reggans, who has an undergraduate degree in communication studies and dance with a business

minor, wants performing to be a part of what she does, but she’s excited to learn different skills during the master’s program that may lead to other dance-related professional opportunities. She says she’d like to open her own dance therapy and speech pathology practice,

---

*‘Northwestern could really help me jumpstart my life.’*

---

either during or after pursuing dancing in a professional company. “I want to do something that involves helping get other people’s messages across,” she said. Reggans has been teaching dance in different venues since she was a teenager. She’s eager to learn leadership skills at Northwestern, and then take those with her to the internship portion of the program. “I’m excited to travel, to take those lessons and run with them,” she said. “Northwestern could really help me jumpstart my life.”

## RADIO

As an undergraduate, **Zach Silva** loved programming for WNUR, Northwestern’s student-run radio station. He enjoyed the opportunity his roles as programming director and news director gave him to learn the ins and outs of working in radio. But that doesn’t mean he had any misconceptions of the station’s popularity. “We’re the connection between the Associated Press and five Chicagoland residents,” Silva joked about WNUR, “because nobody really listens to the radio anymore.”

Silva’s planning to challenge that trend. He’s hoping that the Master of Science in Leadership for Creative Enterprises program will give him the skills he needs to pursue a career in either radio marketing or artist development. Part of that pursuit means trying to get listeners to tune into radio in a media climate that is rapidly shifting toward digital audio services like Spotify and Last.fm. “You don’t sit down and throw on a record anymore, you have your Spotify playlist playing in the background,” Silva said. “That’s what the creative industries are working toward.”

# Fall Speaker Series

Distinguished professionals share their experiences and advice



Media executive Stacey Schulman and School of Communication professor James Webster at the October 2014 event. Photo by Justin Barbin for the School of Communication.

**STACEY SCHULMAN** EXECUTIVE VICE PRESIDENT, KATZ MEDIA GROUP

**JAMES WEBSTER** PROFESSOR, DEPARTMENT OF COMMUNICATION STUDIES

**On the struggles of media companies:** “We are in this moment of crisis... trying to reconcile what we know with what we don’t,” said Schulman.

**On the future of media choice:** “There’s no evidence that the handful of media [companies] that dominate are going away anytime soon,” Webster said.

**KEVIN CROTTY** PARTNER AND BOARD MEMBER, ICM PARTNERS

**On making it in Hollywood:** “If you want to work in the entertainment business, you have to be in the entertainment business...Get a job in the business, that’s the best way to learn.”

**On getting ahead by being yourself:** “I’ve been more successful the more authentic I’ve become...Work really hard, be likable, be pleasant to deal with, and have a point of view.”

**MATTHEW SCHWARTZ** VIDEO GAME DESIGNER, FORMERLY OF ADULT SWIM AND CARTOON NETWORK

**On collaboration:** “I developed a certain skill at being able to deliver creative direction and input...You didn’t want to come off as hostile, but at the same time you wanted to make your perspective very clear.”

**On the importance of persistence:** “There are lots of people out there and for every person that is willing to talk there will be tons of emails that go into the black hole... You have to be resilient and not take things personally.”

**Join us on the first Wednesday of each month at 5:00pm during the academic year. Events are free and open to the public. Visit the back page for the winter quarter lineup and registration information.**

Check out [our blog](#) and [YouTube channel](#) for more information and video highlights.

# Industry Immersion

Two students share their experiences of our trip to NYC



Students from the program's first cohort at the Comedy Central headquarters. Photo by Colin DeKuiper.

## ZACH SILVA

The students in the nascent Master of Science in Leadership for Creative Enterprises program visited New York City for a week, meeting with Northwestern alumni and friends of the program in various media industries to explore professional opportunities related to our own interests.

Although the snow and sleet in the first days of our trip appeared to be a sign that we brought Chicago weather along with us, New York City's palpable hustle and bustle provided an electricity that warmed us up for the presentations provided throughout the week. Or maybe it was just the heat from

---

*A comment from Jane Gottlieb of CBS Marketing highlighted the importance of this trip when she called her own time at Northwestern 'an experience of intellectual exploration and freedom.'*

***This networking trip showed how Northwestern still values that exploration.***

---

the numerous hot dog vendors and \$0.99 pizza stores.

My classmates and I were excited to take advantage of what may have been once-in-a-lifetime opportunities to sit down face-to-face with some of the most influential and talented people in the creative industries today. There was no better way to end our quarter – everything we had learned in our first set of courses came to life in these professional settings.

From our dinner with **David Lefkowitz** the first night in town, to our discussion with **Broadway's Barbara Whitman and Scott Lazarus**, to our meeting with

**Michelle Ganeless at Comedy Central** and **Jane Gottlieb of CBS Marketing**, and everything in between, we had the incredible opportunity to take a closer look at some of the media industry work we are all pursuing. We saw how these Northwestern alumni made their way from school to their current positions and even how to build up our own experience and professional networking to hopefully follow the same path of success. A comment from Jane Gottlieb of CBS Marketing highlighted the importance of this trip when she called her own time at Northwestern “an experience of intellectual exploration and freedom.” This networking trip showed how Northwestern still values that exploration, embodied in this creative industries program and this professional development trip. The knowledge and experience we gained this week is priceless.

Among the sage business advice and marketing research statistics, there was one simple, yet poignant theme that was addressed throughout the week that will stick with me most:

“Be remarkable,” **Lee Overtree, Artistic Director of Story Pirates**, shared with us the first morning of our trek. “Always challenge the status quo,” which was #6 on **DirecTV Executive Vice President Paul Guyardo’s** list of “Ten Lessons I Learned The Hard Way.”

All of these preach the importance of trailblazing and humility in the arts. In the arts world, it can be easy to get caught up in profit-driven work or audience analytics, but in the end, the work we do should be meaningful. My classmates and I will hopefully take our passion for our respective arts fields and use it to create the most unique experiences we can imagine. Everyone we met this week got to where they were with hard work and a vision of a new, exciting creative industry.

## HANNAH AUBRY

I remember keenly the feeling that came over me when I walked into Mother New York, a global advertising agency with the ethos, “Do work your mother would be proud of.” It felt like coming home, despite the fact that I had never been there before. The converted warehouse space, the industrial décor, and the happy buzz of people enjoying their work felt familiar.

Let me rewind a bit. I have always had a singular vision of where I want my career path to take me. I want to produce art installations and events dealing with socio-political and environmental issues. However, I’ve never been quite sure how I was going to get there. During the first quarter of our program, I rode the career roller coaster; I researched careers

in marketing, broadcasting, curating, and artistic entrepreneurship. During our New York Trek, especially our visit to **Mother New York with Co-Head of Strategy Charlie McKittrick**, these various threads fell away and my path now lies clear. I want to learn the experiential marketing trade and ultimately start a marketing firm of my own.

Who knows where I will end up for my internship, or afterwards. However, I will take what I learned from our time in New York with me. Don’t be afraid to start at the bottom. Luck is important, but you have to put yourself in the way of luck in order for it to come. Love what you do and where you do it. From **Pierre Bouvard, SVP of Sales at Tivo** and **Frank DeCicco, Senior Director of Sony Music’s College Marketing Department**, to **Doug Herzog, the president of the Viacom Entertainment Group** and **Grant Jones of Conde Nast**, every single one of our contacts is doing what they love- and doing it well. Our trek taught me to pursue that same satisfaction doggedly.

There were many other things I learned from our time in New York: keep your LinkedIn profile updated, send thank you notes, be personable, join trade associations. Of course these tips are important and I will carry them with me. Even more so, my time in New York has given me a clear path and laser focus, not to mention the contacts and the skills necessary to help me get there.



With Grant Jones of Conde Nast. Photo by Colin DeKuiper.



Northwestern University  
**School of Communication**  
Master of Science in  
Leadership for Creative Enterprises  
2240 Campus Drive, #2-156  
Evanston, Illinois 60208-3580

Non-Profit Organization  
U.S. Postage  
**PAID**  
Northwestern University

## Winter Speaker Series

- JAN 7** **MARTHA LAVEY** Artistic Director, Steppenwolf Theatre  
**FEB 4** **SHEETAL PRAJAPATI** Asst. Director of Learning & Audience Initiatives, MoMA  
**MAR 4** **MIKE KNOBLOCH** President of Film and Music Publishing, Universal Pictures



RSVP at <http://goo.gl/2KPPQo>  
or scan the QR code.

## Learn More

Upcoming online info sessions on **Jan. 22, Feb. 3, and Feb. 19.**  
On-campus info session on **Feb. 5.**  
**Sign up:** <http://www.communication.northwestern.edu/programs/mslce/events>

Interested in applying? The next deadline for fall 2015 admission is **March 1, 2015.**

<http://creative.northwestern.edu>  
[creative@northwestern.edu](mailto:creative@northwestern.edu)  
**847.467.7117**

Newsletter Editor: Jacob Nelson

### Find us online!



[facebook.com/msleadershipcreative](https://www.facebook.com/msleadershipcreative)



[twitter.com/nuleadcreative](https://twitter.com/nuleadcreative)



[linkedin.com/groups/MS-in-Leadership-Creative-Enterprises-6617249](https://www.linkedin.com/groups/MS-in-Leadership-Creative-Enterprises-6617249)



<http://goo.gl/ob09Gx>



**NORTHWESTERN**  
UNIVERSITY