LAWRENCE L. EPSTEIN
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EDUCATION

Cornell University 1976-1978
MBA in Marketing & Finance

Cornell University 1972-1976
BS in Industrial Engineering & Operations Research

PROFESSIONAL ACADEMIC EXPERIENCE

ANTOINETTE WESTPHAL COLLEGE OF MEDIA ARTS & DESIGN, DREXEL UNIVERSITY, Philadelphia, PA 2003- present

*Interim Department Head, Arts & Entertainment Enterprise (*June 2012-present*)*
*Director of Special Projects (*June 2006-present*)*
Oversee Arts Administration (AADM) campus and online graduate programs, Museum Leadership (MUSL) graduate program and Entertainment & Arts Management (EAM) and Music Industry (MIP) undergraduate programs. Manage 20 direct reports, including five staff and 15 fulltime faculty. Manage six-figure budget. Oversee physical and organizational changes (new offices and new directors of EAM, AADM and MUSL programs). Review and approve course projections and galleys. Oversaw completion and submission of proposal for new proposed MS in Museum Leadership (MUSL). Improved internal communications through regular monthly one-on-one meetings with Program Directors. Selected, launched and charged committees for four new searches (one EAM faculty, two MIP faculty and MUSL Program Director). Also responsible for special projects as assigned by the Dean of the college.

Teaching Professor (September 2013 – present)
Associate Teaching Professor (June 2006-September 2013)

- Designed, researched and taught (including development of course content and assessment tools) eight new courses, including:
  - five new courses in the major, across 21 sections since 2006 averaging over 30 students per section.
  - three new courses outside the major, including:
    - a new Master's level course in Television Management, now a required course for all TVMN majors,
    - a redesigned Music Industry course, now a required course for all MIP majors and
    - a new Honors College seminar course, not offered every year.
- Mentored dozens of Independent Study projects, including two Music Industry research papers and numerous EAM experiential learning projects working with outside employers in the field.

PROFESSIONAL ACADEMIC EXPERIENCE (cont'd)

- Conducted research in 1) the use of computer simulations and games as teaching tools in Arts Management courses, and 2) the use of media by performing arts presenters to create new revenue streams and increase awareness (see Research Interests below)
- Currently advising student organization WKDU-FM/wkdu.org.
- Mentored numerous Senior Projects in the EAM and MIP programs, including:
    - An art exhibit designed and curated in cooperation with the Center for Emerging Visual Artists (CFEVA)
    - An entrepreneurial business plan for a film and television production studio in the New York City area
    - The launch of a new fundraising and grant making student organization
    - A successful charity golf tournament
    - Production of the Film & Video program's Senior Show
    - Planning and launch of an arts & entertainment blog
    - An entrepreneurial business plan for an artist management firm

Program Director, BS in Entertainment & Arts Management (June 2006-June 2012)
Launched a newly approved degree program in Entertainment & Arts Management (EAM), an innovate program that blends creative and business coursework for students interested in management careers in media, visual and performing arts. The EAM program is one of the first and most successful undergraduate programs of its kind in the country. Duties include teaching, course development and design, research, recruiting and mentoring of faculty and students, managing scarce budget resources, chairing advisory committee and mentoring senior projects and internships.

Assistant Dean, Antoinette Westphal College of Media Arts and Design (2003-May 2006)
Responsible for creating long range financial and strategic plans, assisting in building the college's presence in the region and within the University and promoting the college's programs to external industries, donors and institutions. Participated in curriculum development, new faculty selection, and external development. Developed strategic partnerships with other colleges within the University and with businesses in the region. Responsible for coordination of activities between the College and the University's offices of the Provost, Research, Alumni Relations, Institutional Advancement, University Relations and General Counsel. Member of College's Academic Council. Taught a class in the Music Industry program.

- Led the college's strategic planning process, conducted college-wide strategic planning meetings and dovetailed process with University goals; wrote five-year growth plan for the college, resulting in incorporation of the college's major new initiatives in University's five-year plan.
- Developed and implemented strategies for new degree programs, partnerships with other colleges and local business, resulting in donations, enrollment growth and quality improvements in college offerings.

PROFESSIONAL ACADEMIC EXPERIENCE (cont'd)

- Strengthened ties between the college and other colleges within Drexel, resulting in increased collaboration on funded research opportunities.
- Oversaw the college's grant application process. Prepared and submitted applications to government agencies. Coordinated faculty applications to private foundations.
- Created partnerships between the college and local business, creating paid work opportunities for the college's students and faculty, and identifying professionals in the region who can lecture on campus and provide mentoring to students.
- Oversaw the management of the college's television studios and cable access TV station.
- Helped drive development and approval (on a compressed timetable) of new Masters Program in Television Management, in cooperation with Drexel's College of Business. Participated in curriculum development, search for Program Director, and recruitment of students. Presented updates on the college's activities to University Board of Trustees, alumni groups and others.

COURSES TAUGHT (Fall 2005-Fall 2013)

- EAM 130 Overview of Entertainment & Arts Management
- EAM 211 Strategic Management for EAM
- EAM 270 Audience Development for the Arts
- EAM 365 The Media & Entertainment Business
- EAM 399 EAM Independent Study
- EAM 491 EAM Senior Project
- HNRS 200 Honors Seminar – The Business of Popular Culture
- MIP 374 Entrepreneurship in the Music Industry
- MIP 465 Music Industry Independent Study
- MIP 491 Music Industry Senior Project
- TVMN 698 ST: Media Finance
- TVMN 740 Money & the Media
- UNIV 101 The Drexel Experience

SERVICE HIGHLIGHTS (2003-2013)

- Baiada Fellow, LeBow College of Business*
- Chair, EAM Advisory Committee
- Chair, EAM Search Committee
- Chair, Westphal Research Day Committee
- Ex-officio member, Westphal College Alumni Advocates
- Faculty Advisor, EAM FUND
- Faculty Advisor, Entertainment University
- Faculty Advisor, WKDU 91.7*
- Fellow, Drexel Center for Academic Excellence (DCAE)*

SERVICE HIGHLIGHTS (cont'd)

- Guest speaker, American University
- Guest speaker, Digital Media Program*
- Guest speaker, TV Management graduate program
- Interim Director, Rudman Institute for Entertainment Industry Studies
- Master of Ceremonies, COE Egg Drop Competition, Engineering Week 2010
- Member, Arts Administration Search Committee
- Member, Baiada Institute Internal Advisory Committee*
- Member, CEPH Steering Committee for Accreditation of Drexel's School of Public Health
- Member, Design & Merchandising Search Committee
- Member, Drexel Corporate Council*
- Member, Drexel Global Entrepreneurship Week Planning Committee
- Member, Drexel Online Council (representing SCFA)
- Member, Drexel Phase Two Strategic Plan Task Force
- Member, ExCITe Team
- Member, Film & Video Search Committee
- Member, Music Industry Search Committee
- Member, Rudman Institute Search Committee
- Member, Senate Committee on Faculty Affairs (SCFA)
- Member, Senate Student Life Committee (SLC)*
- Member, TV Major curriculum development Committee
- Member, TV Management curriculum development Committee
- Member, Westphal College Academic Council*
- Member, Westphal College Department Head Review Committee
- Member, Westphal College Entrepreneurship Committee*
- Member, Westphal College Research Day Committee
- Member, Westphal College Strategic Planning Task Force*
- Mentor, Drexel Research Day award-winning entrant
- Mentor, Drexel STARS Scholars
- Panelist, Drexel New Faculty Orientation

*current academic year service

RESEARCH INTERESTS & ACTIVITIES

- Computer simulations and games that simulate arts organizations and entertainment companies or industries, and can be used as teaching tools. As many business educators know, simulations enable experimentation with business strategies in a risk free environment and have successfully been used for many years as part of traditional business school coursework (for example, stock market investing and manufacturing simulations). However, these traditional industry simulations have limited application in entertainment and arts management programs. Beginning with work done with a Drexel STARS scholar in 2008, I spearheaded research into games that gave students the simulated experience of managing entertainment and arts entities and could be embedded in curriculum. The games have to a) have a short learning curve, b) provide a serious learning experience in an entertaining way and c) be adaptable into either a homework assignment or in-class activity.

- The first implementation of this research was the incorporation of "Hollywood Mogul 3", a computer game where the user is the head of a movie studio, into EAM 365 Media and Entertainment Business in the 2008-2009 Academic Year. In this game the students each must take a movie from script to screen with a budget of no more than $25 million. Students compete to see who can generate the most profit. This game has been successfully implemented and is still being used in EAM 365.

- The second implementation of this research was the incorporation of "The Booking Game", a board game designed by Westphal colleague Dr. Xela Batchelder, in EAM 322 Performing Arts Touring. This board game challenges students to profitably book a nationwide tour for their performing arts touring company. This game has been successfully implemented in EAM 322 where it continues to be used, and has also been used once in MIP 374 Entrepreneurship in the Music Industry. In addition, a program director from another university expressed an interest in using this game in his arts management program.

- The third and most recent implementation of this research was the incorporation of "RockTycoon", a computer game, in MIP 374 Entrepreneurship in the Music Industry in the winter of the 2011-2012 AY. In RockTycoon, each student manages their own band and attempts to gain the most fans and make the most money through releasing recordings, touring and selling merchandise.

- <u>Use of media platforms by arts presenters to generate new revenues and increase awareness.</u> In recent years, performing arts presenters (music, dance and theater companies) have been struggling to generate revenues as a result of economic factors, as well as technologies that enable consumers to have high quality entertainment experiences in the convenience of their own home and at much lower cost than attending a live arts event. To combat this decline, an increasing number of arts presenters have turned to media as a new distribution platform for live performance, whether through broadcast television (PBS, AETV, etc.) or even more recently, through movie theaters. A confluence of events have created rapid growth in these new initiatives:

  - Digital technology has enabled arts presenters to deliver high quality pictures and sound to HDTVs in the home, and digital screens in movie theaters
  - The proliferation of television channels has created an unbridled demand for unique, compelling programming

RESEARCH INTERESTS & ACTIVITIES (cont'd)

- Movie theater owners have been faced with their own declining attendance and have been looking for alternative content to show at off-peak times.

As a result, movie theaters, in particular those equipped with digital distribution systems, have become home to nationwide simulcasts of presentations such as "Henry the IV, Part I" from the Globe Theater in London and presentations by the Metropolitan Opera, to name just two. This rapidly growing trend offers hope to movie theater owners and performing arts presenters alike that new revenues and new awareness of the arts will mitigate some of their recent audience and revenue losses. The reason I began to research this trend in 2011 (working with a STARS scholar) was to embed these recent developments into arts management curriculum (both in performing arts management and media management courses), and to share this knowledge with arts management educators outside of Drexel, to ensure that the students we are preparing to be tomorrow's leaders in these fields are well educated about this newest trend.

- Senior Investigator, Expressive and Creative Interactions and Technologies (ExCITe) Center. This University-wide and regional initiative, led by Dr. Youngmoo Kim, seeks to exploit Drexel's "unique combination of 'research" competencies in new and emerging media, the creative arts and the humanities" (Office of Research Strategic Planning Retreat 6/2011), and I was honored to accept Dr. Kim's invitation to participate in this proposed research as a Senior Investigator. I was included in the team as part of the NSF proposal and participated in the first ExCITe team planning retreat in December 2011.

PUBLICATIONS

- Section Editor, "Undergraduate Standards", Association of Arts Administration Educators (AAAE), publication pending approval of final draft by AAAE.
- Reviewer, proposed book for film students from Focal Press on the entertainment business, November 2013
- Co-author, Report of External Evaluators on behalf of the Commission of Institutions of Higher Education of the New England Association of Schools and Colleges (NEASC) prepared after study of Emerson College's self-evaluation report and visit to the institution, April 2013
- Co-author, Report of Peer Reviewers of BA in Creative Industries, Ryerson University, November, 2011
- Co-author, Report of External Evaluators, BS in Arts Management, Purchase College, November 2009
- Co-author, Report on Focused Visit to Dean College on behalf of the Commission of Institutions of Higher Education of the New England Association of Schools and Colleges (NEASC) to evaluate Bachelor's in Arts and Entertainment Management, October 2008.
- Contributor, "Sharing Pedagogical Techniques as a Mechanism for Interdisciplinary Contact", J. Coll. Sci. Teach., 41(2), 10-11.

PRESS

- Quoted in "Is Gen Y Loyal to Employers?", Mainstreet.com, June 11, 2013
- Quoted in "FCC plan to auction off bandwidth has TV broadcasters upset" in GIMBY (Government In My Backyard) Philadelphia blog, April 26, 2013
- Quoted in "Educational Benefit of Student-Run Stations Threatened By FCC Fines", in Communications Daily, August 13, 2012.
- Quoted in "College Radio Heads Off the Dial" about the changing face of college radio, in the New York Times, November 4, 2011 http://www.nytimes.com/2011/11/06/education/edlife/college-radio-heads-off-the-dial.html?_r=1
- EAM program listed in "Forget Money! Here are 5 Majors That Will Make You Want to Work", CollegeCandy.com, September 14, 2010 http://collegecandy.com/2010/09/14/forget- money-here-are-5-majors-that-will-make-you-want-to-work/
- Interviewed on "Your Morning" on CN8 Television about the impact of reality television, February 24, 2006
- Quoted in "Design program spun off as new school at Philadelphia U.", in the Philadelphia Business Journal, November 14, 2004 http://www.bizjournals.com/philadelphia/stories/2004/11/15/focus3.html?page=2

PRESENTATIONS

- Co-Presenter/Panelist, "Classroom Assessment: Drexel Center for Academic Excellence (DCAE) Workshop, December 2013*
- Co·Presenter, "From Grassroots Theater to Movie Theaters…Emerging Trends in Arts Presentation", Association of Arts Administration Educators (AAAE) 2012 Conference
- Panelist, "Experiential Learning", AAAE 2012 Conference
- Panelist, "Experiential Learning", Broadcast Educators Association (BEA) 2012 Conference
- Presenter, "Budgeting in Higher Education", Drexel Center for Academic Excellence workshop, 2011
- Presenter, "Alternative Teaching Techniques", Drexel New Faculty Orientation, 2009, 2010, 2011
- Presenter, "Alternative Teaching Techniques", Teaching Professor 2010 Conference
- Presenter, "Use of Computer Simulations as Teaching Tools in Arts Management" AAAE 2010 Conference
- Moderator, "Experiential Learning" panel discussion, AAAE 2009 Conference

AWARDS

- National Association of Television Programming Executives Faculty Fellow, 2011
- Faculty Member of the Year, Drexel's Steinbright Career Development Center, 2009

OTHER PROFESSIONAL EXPERIENCE

CONSULTANT 2002-present

Advise early- to mid-stage startup companies and venture capitalists on a variety of issues including business plans, market positioning, financial planning and funding. Industries include satellite TV, TV program production, home video distribution and wireless media.

PRINCETON VIDEO IMAGE, INC., Lawrenceville, NJ 1998-2002

Vice President of Finance, Chief Financial Officer and Treasurer
For the worldwide leader in virtual advertising and imaging solutions for television, led investor relations, financial management and business planning for NASDAQ-listed public company during five year period of twenty-fold growth in company revenues. Negotiated domestic and international licensing agreements for use of company's patented, proprietary broadcast technology. Provided input and guidance on pricing decisions and business model development. Advised Chairman, CEO and Board of Directors on mergers, acquisitions, business strategy and financing alternatives, including impact of NASDAQ, SEC and GAAP requirements. Maintained dialogue with institutional investors and Wall Street analysts. Represented company on analyst conference calls and in TV and print interviews.

PRIMESTAR PARTNERS, L.P., Bala Cynwyd, PA 1993-1998

Vice President, Finance & Administration, Chief Financial Officer
For the country's second largest Direct Broadcast Satellite provider, directed financial management, administration, strategic and long-range planning, helping to grow company thirty-fold in four years. Integral part of senior management committee responsible for advising CEO and owners on strategic plans and feasibility and financial impact of decisions. Developed banking relationships and managed borrowing and cash planning. Guest speaker at national conferences and conventions.

CBS, INC., New York, NY 1979-1993

Director, Finance and Planning, CBS Television Stations, New York, NY (1990-1993)
Directed financial, technical and operations planning for the CBS owned television stations, including new technology, sales and profit analysis, budgeting, acquisitions, systems development, and labor relations. Advised and made recommendations on profit improvement and long range planning issues.

Director, Planning & Administration, WCAU-TV, Philadelphia, PA (1987-1990)
Chief Financial Officer for CBS owned television station in Philadelphia. Coordinated inter-departmental activities on behalf of General Manager. Directly supervised accounting, finance, sales traffic, broadcast operations, office services and building operations.

OTHER PROFESSIONAL EXPERIENCE (cont'd)

Director, Business Planning, CBS Television Stations, New York, NY (1986-1987)
Directed all sales analysis and long-range planning for CBS owned and operated television stations. Analyzed and made recommendations on station acquisitions. Represented stations at all national union negotiations.

Director, Finance, CBS News, New York, NY (1984-1986)
Director, Finance and Business Affairs, WCBS-TV, New York, NY (1982-1984)
Manager, Budgets and Reports, WCBS-TV, New York, NY (1981-1982)
Manager, Capital Planning, CBS Television Stations, New York, NY (1980-1981)
Capital Analyst, CBS Television Stations, New York, NY (1980)
Long Range Planning Analyst, CBS Television Network, New York, NY (1979-1980)

HOUSATONIC BROADCASTING COMPANY, INC., Pittsfield, MA 1984-1988
Treasurer and Director
With CBS ' approval, helped start-up company initiate construction and operation of a television station in New England. Prepared business plans, handled accounting and cash management, initiated discussions with investors and maintained liaison with banks, insurance brokers, appraisal firms and industry associations.

SEAGRAM DISTILLERS, New York, NY 1978-1979
Assistant Product Manager (1979)
Marketing Management Trainee (1978-1979)

WVBR-FM, Ithaca, NY 1976-1978
President and General Manager of commercial radio station and non-profit parent company while completing MBA.

NON-PROFIT AFFILIATIONS

CORNELL RADIO GUILD, Ithaca, NY 1999-present
Board Member of licensee of WVBR-FM

FINANCIAL EXECUTIVES NETWORKING GROUP 2002-present
Member

MARKETERS' EDGE, a non-profit educational foundation 2004-present
Member, Advisory Committee, Lee Epstein Fund

OTHER PROFESSIONAL DEVELOPMENT AND CERTIFICATIONS

- International Radio & Television Society (IRTS) Faculty Seminar (scheduled for January 2014)
- Six Sigma Green Belt
- Drexel Center for Academic Excellence Faculty workshops
- Drexel Leaders
- International Television and Radio Society Faculty/Industry Seminar
- CBS School of Management
- Managing for Results
- Communispond
- FCC Third Class License (Endorsed)
- NATPE 2011 Faculty Fellow

PROFESSIONAL CONFERENCES & MEMBERSHIPS

- Association of Arts Administration Educators (AAAE)
- Association of Performing Arts Presenters (APAP)
- Broadcast Education Association (BEA)
- Consumer Electronics Show (CES)
- National Association of Television Programming Executives (NATPE)
- National Association of Broadcasters (NAB)
- Teaching Professor Conference (TPC)