

LAWRENCE L. EPSTEIN
Drexel University
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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

Teaching Professor (September 2013 – present)

Associate Teaching Professor (June 2006-September 2013)

Director of Special Projects (June 2006-present)

- Design, research and teach (including development of course content and assessment tools) eight new courses, including:
 - five new Entertainment & Arts Management (EAM) courses across 25 sections since 2006 averaging over 30 students per section.
 - three new courses outside the major, including:
 - a new Master's level course in Television & Media Management (TVMM), now a required course for all TVMM majors,
 - a redesigned Music Industry Program (MIP) course, now a required course for all MIP majors and
 - an Honors College seminar course.
- Mentor Independent Study projects, including two MIP research papers and numerous EAM experiential learning projects working with outside employers in the field.
- Conduct 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)
- Serve as faculty advisor to student organizations including WKDU-FM/wkdu.org and the Entertainment & Arts Society.
- Mentor 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
- Responsible for special projects as assigned by the Dean of the college.

Department Head, Arts & Entertainment Enterprise (Sept 2016-August 2018)

Interim Department Head, Arts & Entertainment Enterprise (June 2012-Sept 2016)

Oversaw 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. Oversaw physical and organizational changes (new offices and new directors of EAM, AADM and MUSL programs). Reviewed and approved curriculum revisions, course projections and galleys. Oversaw completion and submission of proposal for new proposed MS in Museum Leadership (MUSL). Improved internal communications through regular one-on-one meetings with Program Directors. Selected, launched and charged committees for six faculty searches (two EAM faculty, three MIP faculty and MUSL Program Director).

Program Director, BS in Entertainment & Arts Management (June 2006-June 2012)

Launched a newly approved degree program in Entertainment & Arts Management (EAM), an innovative 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 (July 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.
- 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 Master's 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 2019) (asterisk indicates current courses)

- EAM 130 Overview of Entertainment & Arts Management
- EAM 211 Strategic Management for EAM
- EAM 270 Audience Development for the Arts
- EAM 365 Media & Entertainment Business*
- EAM T380 ST: Digital Media Distribution
- EAM 399 EAM Independent Study
- EAM 465 ST: Media & Entertainment Business II
- 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 (on campus and online)*
- UNIV 101 The Drexel Experience*

SERVICE HIGHLIGHTS (2003-2019)

- Baiada Fellow, LeBow College of Business
- Chair, EAM Advisory Committee
- Chair, EAM Search Committee
- Chair, Drexel esports Task Force
- Chair, Westphal Research Day Committee
- Chair, Westphal Faculty Caucus Committee on Budget, Planning & Development*
- Ex-officio member, Westphal College Alumni Advocates
- Faculty Advisor, Drexel NORML
- Faculty Advisor, EAM FUND
- Faculty Advisor, Entertainment & Arts Society*
- Faculty Advisor, Entertainment University
- Faculty Advisor, WKDU 91.7*
- Fellow, Drexel Center for Academic Excellence (DCAE)
- Guest speaker, American University
- Guest speaker, Cornell University*
- Guest Speaker, Purchase College
- Guest speaker, Digital Media Program
- Guest speaker, TV Management graduate program
- Judge, Drexel Research Day

SERVICE HIGHLIGHTS (2003-2019) (cont'd)

- 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, Cinema & TV Department Head Search Committee
- Member, Design & Merchandising Search Committee
- Member, Digital Media Graduate Thesis 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, EAM Program Alignment & Review Committee*
- Member, esports Curriculum Development Committee*
- Member, TVMN Program alignment & Review Committee
- Member, EAM Search Committee*
- 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, Steinbright Career Development Center Faculty Advisory Committee*
- Member, TV Major Curriculum development Committee
- Member, TV Management curriculum development Committee
- Member, TV Management Search Committee*
- Member, Westphal College Academic Appeals Committee*
- Member, Westphal College Academic Council
- Member, Westphal College Department Head Review Committee
- Member, Westphal College Entrepreneurship Committee
- Member, Westphal College Faculty Caucus*
- Member, Westphal College Strategic Planning Task Force
- Mentor, Drexel Research Day award-winning entrant
- Mentor, Drexel STARS Scholars
- Panelist, Drexel New Faculty Orientation
- Thesis Advisor, Hunter College MFA Candidate

* current academic year service

RESEARCH INTERESTS

- The impact of Consumer Electronics trends on media consumption and the convergence of smart homes and cars, wearable technology, privacy and the “Internet of Things.” Every year, the consumer electronics industry launches new products and services designed to fill, or create, demand for new ways for us to control of our lives and leisure time activities. Ultimately the success or failure of these products will depend not just on the products benefits, but also the ability of the industry to balance the cost to the consumer and the impact on our privacy in a way the satisfies the consumer. For example, what if we gave Google (which owns Nest, maker of web-controllable thermostats and other devices in the home) and Comcast (which controls more TV and internet distribution to the home in the US than any other company) permission to share our personal data (including browser history) in order to customize our entertainment choices and services to control devices in our home?

My research, based primarily on interviews with industry executives and analysts, product testing and attendance at industry conferences is focused on understanding the long term potential of these new products and services to provide consumers with customized entertainment and service experiences in their homes, their cars, and their daily life, and the financial and privacy impact on the consumer.

- 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 was successfully implemented 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.
- Use of media platforms by arts presenters to generate new revenues and increase awareness. 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 has 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 distribution platforms has created an unbridled demand for unique, compelling programming
 - 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

- Co-Author, Report of External Evaluators, Arts & Entertainment Management programs, Capilano University, May 2019
- Co-chair, former section Editor, “Undergraduate Standards”, Association of Arts Administration Educators (AAAE), published June, 2018.
- Author, Proposal to host 2016 Association of Arts Administration Educators (AAAE) International Conference. Proposal accepted and conference hosting awarded to Drexel.
- Co-Author, Report of External Evaluators, MA in Arts Entrepreneurship, Purchase College, March 2014
- 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 “CNN Builds New Year’s Eve Ad With Lots of Spin”, December 21, 2018, <https://variety.com/2018/tv/news/cnn-new-years-eve-advertising-farmers-insurance-1203094760/>
- Quoted in “Tribune Ends \$3.9B Takeover, Sues Sinclair”, August 9, 2018, Courthouse News Service, <https://www.courthousenews.com/tribune-ends-3-9b-takeover-sues-sinclair/>
- Quoted in "Q&A: Can 'Inclusion Riders' Really Change Hollywood?", Drexel News Blog, March 8, 2018, <https://newsblog.drexel.edu/2018/03/08/qa-can-inclusion-riders-really-change-hollywood/>
- Quoted in "TV Gets Woke: How Scripted Series Are Confronting Social Issues Like Never Before", Variety, March 14, 2017, <https://variety.com/2017/tv/features/social-issues-on-tv-shots-fired-when-we-rise-1202007874/amp/https://variety.com/2017/tv/features/social-issues-on-tv-shots-fired-when-we-rise-1202007874/amp/>
- Quoted in “Cable-News Hopes for ‘Nightline’ Moment for Election-Cycle Shows”, Variety, December 5, 2016, <http://variety.com/2016/tv/news/cnn-msnbc-fox-news-election-ratings-brian-williams-1201933878/>
- *Cable Magazine*, April 28, 2014

PRESS (cont'd)

- Quoted in “Comcast Close to \$250 Million BuzzFeed Deal, Report”, Philadelphia Magazine, July 20, 2015, <http://www.phillymag.com/business/2015/07/30/comcast-buzzfeed/>
- Quoted in “Sex Appeal: While nets pursue male viewers in late night, more female hosts, as some have called for, would require evolutionary thinking”, *Broadcasting & Cable*
Quoted in “Comcast-TWC deal could face obstacles with FCC”, *Philadelphia Business Journal*, February 19, 2014, <http://www.bizjournals.com/philadelphia/news/2014/02/19/comcast-twc-deal-could-face-obstacles.html?page=all>
- Quoted in “Measuring the Cut Of Jimmy’s Jib and Jabs: The success of ‘The Tonight Show’s next era will not be gauged by any single metric”, *Broadcasting & Cable Magazine*, February 17, 2014
- 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 “Comcast + Time Warner Cable: What a Merger Could Mean for Your TV, Internet and Wallet”, Drexel News Blog, February 18, 2014, <http://newsblog.drexel.edu/2014/02/18/comcast-time-warner-cable-what-a-merger-could-mean-for-your-tv-internet-and-wallet/>
- 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

PRESENTATIONS

- Moderator, “Breakout Groups Report Out: Revenue Strategies”, Cornell Media Guild Symposium, Cornell University, March 2016
- Presenter, “Key Trends in Entertainment Technology & What’s New in Consumer Electronics”, College Media Association Conference, October 2014
- Panel Moderator, “College Radio: Models of Operation”, College Media Association Conference, October 2014
- Panelist, “Case Studies, Technology, and Pedagogy, Oh My!”, AAAE Conference, May, 2014
- Panelist, “Be Bold, Consider Arts Entrepreneurship programs on your campus”, AAAE Conference, May, 2014
- Presenter, “Key Trends in Entertainment Technology & What’s New in Consumer Electronics”, Cornell Media Guild Symposium, Cornell University, March 2014
- Co-Presenter/Panelist, “Classroom Assessment: Drexel Center for Academic Excellence (DCAE) Workshop, December 2013

PRESENTATIONS (cont'd)

- Co-Presenter, "From Grassroots Theater to Movie Theaters...Emerging Trends in Arts Presentation", AAAE Conference, June 2012
- Panelist, "Experiential Learning", AAAE 2012 Conference
- Panelist, "Experiential Learning", Broadcast Educators Association (BEA) Conference, April 2012
- 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 & 2016
- 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. Teach media finance to junior level financial executives in media-focused companies and investment banks.

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.

OTHER PROFESSIONAL EXPERIENCE (cont'd)

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.

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 MEDIA GUILD, Ithaca, NY <i>Board Member of licensee of WVBR-FM</i>	1999-present
FINANCIAL EXECUTIVES NETWORKING GROUP <i>Member</i>	2002-present
MARKETERS' EDGE, a non-profit educational foundation <i>Member, Advisory Committee, Lee Epstein Fund</i>	2004-present
ASSOCIATION OF ARTS ADMINISTRATION EDUCATORS <i>Board Member, Member of Credentials and Finance Committees, former Co-Chair, Undergraduate Standards Committee</i>	2017-present

OTHER PROFESSIONAL DEVELOPMENT AND CERTIFICATIONS

- Drexel Online Teaching Improvement Course
- Case Method Teaching Seminar Parts I & II, Harvard Business Publishing
- International Radio & Television Society (IRTS) 2007 and 2014 Faculty/Industry Seminars
- Six Sigma Green Belt
- Drexel Center for Academic Excellence Faculty workshops
- Drexel Leaders
- CBS School of Management
- Managing for Results
- Communispond
- FCC Third Class License (Endorsed)

PROFESSIONAL CONFERENCES & MEMBERSHIPS

- Association of Arts Administration Educators (AAAE)
- Association of Performing Arts Presenters (APAP)
- Broadcast Education Association (BEA)
- Consumer Electronics Show (CES)
- Merrill Lynch/Bank of America Media & Telecom Finance Conference
- National Association of Television Programming Executives (NATPE)
- National Association of Broadcasters (NAB)
- One-Day Immersion, Media, Entertainment & Technology – Pace University
- Teaching Professor Conference (TPC)