Media Awareness Network

Annual Report

2001 - 2002

Redefining Literacy for the Digital Generation



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Building on Success...

THE CHAIR'S MESSAGE

Hardly a day goes by without a news item about how much the Internet has become integrated into our daily lives. The one that caught my eye recently was an American survey that asked young people about having to choose just one medium from among six. One third chose the Internet over television and the telephone.

This really should come as no surprise, because for today's digital generation the Internet merely represents a seamless blend of the traditional media. They can download music, listen to online radio stations, e-mail and chat in real time with friends, exchange photos and videos, catch up on what's happening with their favourite TV shows and do research for school projects.

In fact, Canada continues to be one of the "most wired" nations in the world, with some 60% of our population online, compared to 52% in the United States. In a hint of the profound effect the emerging media environment will have on our society, 67% of Canadians say they are interested in experimenting with voting online.

All this provides irrefutable evidence of the need for a new definition of literacy. It is no longer just the ability to read and comprehend. Our children must also understand how this converged media environment works, and they must have

the skills to use it wisely. It is a compelling

validation of the mission of the Media
Awareness Network (MNet).

Our work continues to be a fulcrum for governments, educators, and librarians to respond to public demands for tools to ensure that our young people get the best out of the enormous learning opportunities offered by the Internet and the other media.

Young Canadians can, however, encounter people and situations online that are inappropriate for their age or can potentially put them at risk. The protection of personal information and dealing with hate, gambling, and online interactions with strangers all require more of young people than just being "technically savvy".

With a site that attracts more than 3.25 million hits a month, MNet is without question the largest online source of bilingual media education materials in Canada. Our model is being studied by other countries, which are trying to come to grips with the same issues that we wrestle with on a daily basis.

While the recent focus of our research has been the online environment, the other media issues we deal with at <www.media-awareness.ca> continue to be critically important. A new TV violence study, reported earlier this year in *Science* magazine, has given that subject renewed

prominence. There continue to be fresh concerns about the role of video games and other interactive media in children's lives. Material on all these and other key media issues will be refreshed and expanded when MNet's new Web site comes online in fall 2002.

While internal operational issues are rarely page-turning stuff, MNet achieved a major milestone in 2001 when, for the first time, the Board of Directors approved a detailed budget in excess of a million dollars before the fiscal year had begun. It is yet another indication of how much this modest organization has matured in its first five years.

With continued financial support from: our major corporate sponsors – Bell Canada, Rogers Cable Inc., CHUM Television, Shaw Communications, A&E Television Networks, AOL Canada and the newest additions TELUS and Craig Broadcast Systems Inc.; our benefactors – BCE, CanWest Global, CTV and CHUM Television; as well as our chief government partners - Industry Canada, Heritage Canada, Health Canada and Human Resources Development Canada, MNet has achieved an unprecedented level of funding stability, which gives us breathing space to expand and solidify our financial base for the coming years.

As someone who sat around the proverbial "kitchen table" in 1995 with Jan D'Arcy, Anne Taylor, Sandra Macdonald and Sheridan Scott when we worked to bring the Media Awareness Network into being as an independent and self-sufficient entity, it is remarkable to look at just how far we have come in such a short time.

Some old documents unearthed in a recent cleanup of the home office told of a good financial year in 1996 with an operating budget of \$98,967. A 1998 Web site report trumpeted how traffic at the MNet site had grown from 88,000 hits a month in 1996 to 638,000 a month by the fall of 1998. My, how our youngster has grown!

As my term as Chair and my tenure on the Board draws to a close, I have only deep affection and respect for the dedicated staff who have, against incredible odds, built this extraordinary organization. I also appreciate the commitment, hard work and fellowship of colleagues with whom I have been privileged to serve on the Board of Directors.

Someone once defined success as "not a place at which one arrives but rather ... the spirit with which one undertakes and continues the journey."

MNet has all the spirit it needs to continue its exciting voyage of discovery and accomplishment.

Al MacKay Chair Eye on the Future...

THE CO-DIRECTORS' REPORT

The new digital generation of media users are today's convergence leaders. They are the under-17s, for whom multi-tasking and instantaneous communication are a way of life. And they're the chief architects of the new consumer model for using the media on a converged basis. We see this developing into the norm over the next few years, challenging all of us to rethink our definition of literacy and how we approach media awareness and education.

It's easy to understand why young
Canadians are at the forefront of this new
media environment, given their
intrepidness in the face of technology, and
the attraction of the new media tools and
environments. The speed, the personal
choice and control, and the cachet of
being "cool" and ahead of the adults have
proven irresistible. As they routinely shift
back and forth across all media platforms
to satisfy their information and
entertainment needs, this demographic will
barely notice when traditional and new
media converge into a seamless
environment.

Young Canadians have also been among the first to routinely use the media on a global basis. Their explorations of the digital world are drawing attention to a whole new set of issues, including conflicting societal norms, the challenge globalization brings to national policies and standards, and the wide variance in approaches to key media issues such as



Jan D'Arcy

Anne Taylor

copyright, privacy, violence, hate, pornography and ethical use of the Internet.

Taking the cyber pulse of our kids

We've confirmed our early instincts about the Internet's growing role in the lives of Canadian youth through research conducted this past year for MNet by Environics Research with funding from the Government of Canada. Young Canadians In A Wired World found that more than 80 per cent of Canadian kids listen to music and watch television every day, and that they've made a breathtakingly rapid transition into cyberspace, with 79 per cent using the Internet at home and 45 per cent going online every day.

Our research and experience also confirm the convergence trend among young people. For MNet, following the lead of young Canadians in this area will be a top priority as we "converge" our Internet literacy and core media education programs. The first major step in this process will come in the fall, with the launch of our entirely redesigned and updated bilingual Web site.

In order to come to grips with the "big picture" implications of convergence and globalization, we need to engage in a thoughtful discourse about media literacy. The key question is how to position media

across the curriculum. This, we believe, will lead to redefining media education and exploring new models to promote and nurture media education in Canada, including cross-institutional approaches that involve governments, media industries and institutions outside the traditional education arena.

As a starting point, MNet has begun working with some of Canada's top media educators to develop a national discussion under the working title of *The National Dialogue on Literacies for the 21st Century*. Building a nation-wide partnership of stakeholders to engage in *The National Dialogue* will be one of our major endeavours over the next few years.

Key issues and trends

MNet will also explore the significant trends that we've identified through our research, input from our education, library and community partners and our daily monitoring of the media environment.

Trends already on our watch list include:

The new age of consumption – At younger and younger ages, many children are consuming media, both online and off, whose boundaries of taste and values stretch far beyond what our society has generally considered appropriate.

Certainly, the new unregulated media are not covered by traditional media industry codes or government regulations. Along with greater parental vigilance, this means that we have to adjust our preconceptions of the type of media education our children need, the issues we should be talking to them about, and at what age.

The culture of hate – Building on the putdown humour that has become part of our popular culture, and Web sites like "Who do you want to kill?," hate is being normalized in the environment in which young people live.

Almost 20 per cent of students say they've visited sites online that are *really* hateful – mostly towards pop culture celebrities and ethnic and religious minorities – and 16% say they themselves have posted hateful comments online about a person or group.

Lost in space – Wireless interactive digital content and services that are being integrated into young people's everyday lives remain largely off the radar screen of most parents and teachers, who are still coming to grips with trying to keep the Internet connection in a well-trafficked area of the home or classroom.

Branded and sold – Branded communities for teens are increasingly common in cyberspace, and are often linked to traditional advertising that targets young people. We've barely seen the tip of the iceberg when it comes to the marketing potential of digital media.

The power of participation – A new component of the online world is emerging with enormous potential for citizenship building. One facet is the growing number of non-commercial Web sites, including government online initiatives, that use the Internet's appeal to encourage the participation of youth in the public discourse and institutions that support a democratic society. Another aspect involves the initiatives of young people themselves who are using the Internet to

speak out on societal issues, challenging online hate, bullying, racism and other material they encounter in cyberspace. This is a trend MNet will follow closely.

Collaboration and Partnerships

One of the most encouraging findings of our Internet research is the positive impact of adult involvement. The more adults participate in children's use of the Internet (and we'd wager other media as well) the less likely kids are to engage in risky behaviour.

We know that educating kids about media has to be a collaborative effort. Parents can't do it alone. Neither can teachers, librarians, government, industry or MNet. Everyone needs to be involved – and supported – if we are to confidently guide young people and inspire them to make productive use of the very best that today's dynamic media mix has to offer.

That's why partnership building will remain a core MNet objective. We're fortunate to be building on a solid base. While we have too many partners to include a complete list here, we do want to recognize that our 2002 - 2003 Board of Directors will include – for the first time simultaneously – the presidents of the Canadian Library Association, the Canadian Teachers' Federation and the Canadian Association of Principals, as well as the Executive Director of the Vanier Institute of the Family. This is something we value enormously and we know it will be an important underpinning as we grow and develop.

With the strong commitment and support of an outstanding Board, our sponsors and staff, we look forward to MNet achieving new levels of success over the coming year as it executes its mission to help young people be media literate, and to understand and use the media confidently, safely and ethically.

Jan D'Arcy and Anne Taylor Co-Directors

Some Taylor

Delivering the Goods...

PROGRAM REPORT CARD

Great site, very informative for parents, teachers and professionals.

Dianne Warkentin Public Health Nurse St. Catharines, Ontario

Congratulations on all the hard work put into this site. It's straightforward, practical and has the enormous advantage of being published in English and French. A great site which I strongly recommend to all of my colleagues.

Barbara Dieu
Teacher

Sao Paulo, Brazil

Je travaille sur l'Education médiatique depuis longtemps et j'ai du plaisir à parcourir votre site, très bien fait. Je vais le signaler.

Jean-Luc Michel Professeur en sciences de la communication Université Jean Monnet Saint-Étienne Cedex, France The past year was one of remarkable growth and success, as MNet's media education and awareness programs continued to establish themselves as cornerstones for Canada's leadership in media literacy. The following *Report Card* highlights key developments during 2001–2002.

Delivering Canada's largest online media education resource...

MNet's awareness and education programs are based on the premise that young people need to learn how to read *all* of the messages that inform, entertain and sell to them. This broad, inclusive approach continued to be applied to MNet's core media and Internet literacy programs in 2001.

By the close of the year, MNet's Web site had grown dramatically in content and popularity as Canada's most extensive online media education and awareness resource. With more than 3.25 million hits per month, our site is now firmly integrated into the media education landscape in North America.

Solid leadership in Internet literacy...

In 1995 when MNet went online to deliver media education materials, the Internet was in its infancy, understood primarily as an effective and inexpensive distribution system. We recognized almost immediately that the Internet would be a powerful force in the lives of young people and would require them to use the same critical thinking skills as those applied to traditional media.

MNet's Web Awareness Canada program received growing attention internationally during the past year from countries coming to grips with the same issues that are preoccupying Canadians. For instance, following a visit to MNet by a Norwegian delegation last fall a consortium of education and community organizations from five Nordic countries was

I'm the Program Coordinator of the National Eating Disorder Information Centre and I would like to compliment you on the work that your organization does and the resources that you have available. I've spent some time going through your Web site, and was thrilled to find the abundance of resources and activities specifically on body image. Karin Davis Program Coordinator National Eating Disorder Information

This is the second year we have showcased the MNet site at our "Spin the Web" day and your booth has been very popular both times. Educators find your material useful and it reinforces our message here at the library, which is "know what your kids are doing when they are on the Internet."

Darcy Glidden Oakville Public Library

Centre (NEDIC) Toronto, Ontario

J'ai découvert récemment votre merveilleux site. Il est didactique, riche et attrayant. J'ai retrouvé des informations très intéressantes concernant la violence et les médias.

Fethi Touzri Tunis, Tunisia established to develop their own *Web Awareness* model. An agreement was also struck this year with an American library system to begin adapting our *Web Awareness* workshops for distribution in the United States.

Integrated into the media education landscape...

Over the course of the year, the "multiplier effect" started taking hold as those who signed on to the program started delivering it to others. Seven ministries of education have purchased annual licences to use the *Web Awareness* workshop series for professional development.

The public library sector across the country also increased its use of the *Web Awareness* workshops as an integral part of professional development and public education. Nova Scotia, New Brunswick, Ontario, Alberta and British Columbia have all purchased licences to use the workshops in their provinces.

Established research credentials...

MNet's research on Internet use stands out as a major achievement. The April 2001 release of findings from *Young Canadians In A Wired World:The Student's View* created unprecedented media coverage and public exposure for MNet and on issues related to Internet use by young people. This phase of the research, which followed MNet's earlier survey of parents, entailed an inschool written questionnaire completed by more than 5,600 Canadian children aged 9 to 17.

MNet subsequently worked with Justice Canada, the Solicitor General of Canada and the RCMP to analyze the data further to ascertain how gender, supervision and household rules impacted on children's online risk levels. The results, issued in October 2001, paint a graphic and sometimes disturbing portrait that reinforces the urgent need for public education regarding children's use of new media.

MNet's presentation was excellent in raising awareness amongst all parents about the Internet and the potentials and risks it brings. Your statistical data was very well presented and I am very impressed with your Web site.

Cathy Abraham North Vancouver Parent Advisory Council North Vancouver, British Columbia

I did an informal survey of our board technology supervisors ... and they were universally enthusiastic about the high quality of the (*Web Awareness*) workshops and how much they were using them with teachers and parents.

Sarah Hainsworth Government of Nova Scotia

Thank you for having this kind of healthy educational information available to parents and community workers dealing with children. I will use this resource with my family and my Girl Guides.

Cindy Wischoff Parenting Education Group Facilitator Chilliwack, British Columbia

Anchored in public policy...

A real strength of MNet's programs is their solid relationship to public policy objectives. Throughout the year, MNet worked with Industry Canada to build awareness of the Government of Canada's *Cyberwise* strategy for promoting safe, wise and responsible Internet use. The Government recognized MNet as the public education pillar of its overall strategy.

And as this report goes to print, Canadian Heritage has announced that *Web Awareness Canada* will receive financial support from the Government of Canada through the Canadian Culture Online Program.

Enhanced community outreach and awareness building...

During the past year, the MNet team made more than 100 media literacy and *Web Awareness* presentations reaching almost 4,000 key users and decision makers in Canada.

Here are some examples:

- intensive training workshops for education consultants in Alberta, Saskatchewan, New Brunswick and Ontario.
- presentations to Girl Guide leaders and parent councils, the Canadian Teachers' Federation, the Canadian Library Association, the Canadian Paediatric Society, the Vanier Institute of the Family, the Federal/Provincial/Territorial Working Group on Video Games, the SchoolNet National Advisory Board, and CANARIE 's NET 2001 conference.
- presentations about MNet's French-language programming to faculties of education, education conferences, community police officers, and professional librarian and parent groups which substantially enhanced our presence in Québec and other parts of the country.
- briefings for senior government officials, including Canadian Heritage, Industry Canada and the Canadian Radio-television and Telecommunications Commission

At my presentation to the parentteacher council at my son's school, parents and teachers were very happy to hear that there was such a resource as the Media Awareness Network. Your material is useful, relevant and targets the very people who need the help – teachers, parents and kids.

Alda dos Santos Parent Ottawa, Ontario

I am a Media Manager about to teach a Youth Media Team. My background is in Visual Arts Education – so Media Education is all a bit new to me, but I feel armed with great resources after visiting your site – thanks!

Madeleine Scool
Sydney, Australia

Trés bon site, bien construit et facile à utiliser.

Julie Cossette Étudiante Trois-Rivières. Québec

This is a wonderful Web site and has been extremely helpful for me in creating a media literacy program.

Tina Mullins Librarian Boston, Masachussetts

- an appearance before the House of Commons Standing Committee on Canadian Heritage during its review of the future of Canadian broadcasting. Our central message to the Standing Committee was that media literacy must be recognized as an important component of a healthy broadcasting system.
- speaking engagements at three international Internet forums – a global conference in Singapore, a European Commission session in Luxembourg, and a Council of Europe gathering in Strasbourg.

Working with our sponsors...

Success is never achieved alone and MNet's efforts to raise public awareness received enormous support this year from its corporate sponsors and public sector partners. Here are just a few examples of how their contributions provided unprecedented public exposure for MNet and media literacy:

- public service announcements (PSAs) promoting MNet's media and Internet literacy programs were produced and run nationally by Rogers Cable Inc., CTV/Bell Globemedia and Shaw Communications. Other Canadian broadcasters and cable companies also aired some or all of the MNet PSAs.
- Rogers has distributed more than 750,000 of its brochures about MNet's Internet literacy program.
- CHUM Television featured MNet on the home page of the MuchMusic Web site, providing access to the important teen market.
- the Government of Canada extended our public awareness initiatives by featuring MNet and links to our media education resources on government sites, including the 'Consumer' section of the CRTC's site and Industry Canada's information on the Cyberwise strategy.

And with a little help from our friends...

MNet appreciates the invaluable support it receives from individuals and organizations that use its resources, particularly in the library, education and community service sectors.

I think this is really a brilliant site with its considerations of one of the most abundant fields of life today – media.

Ozgur Akman
Student
Ankara, Turkey



"Spin the Web" day at Oakville Public Library.

I'm extremely impressed with this site. As part of my Resource-Based Learning course for education students, I will definitely make them aware of this site. It's tremendous! Irene Donovan Director, Curriculum Resource Center St. Francis Xavier University Antigonish, Nova Scotia

This is an awesome site! I'm so glad I found it. I'm currently researching Asian representation in Canadian media and all the info is here. Yeah!

Lisa
Student
Simon Fraser University
Burnaby, British Columbia

Here are a few examples:

- Every spring the Halifax Regional Library presents
 Web Awareness training sessions for all of the
 Community Access Program (CAP) summer
 students who work in approximately 60 CAP sites
 throughout the regional municipality.
- British Columbia Library Services hosted Web Awareness training workshops for public library staff across the province.
- Earlier this year, Oakville Public Library hosted its highly-successful "Spin the Web" day, during which library staff gave a guided online tour of MNet's Web site resources.
- MNet was one of the featured organizations at the Marketing Showcase meeting for the national partners of Child and Family Canada.
- Alberta Learning conducted 45 Web Awareness workshops for more than 800 professionals responsible for information technology in Alberta schools.

Some priorities for the coming year...

As young Canadians move automatically back and forth from one medium to another, a major MNet goal for 2002 – 2003 is to converge its Internet and media literacy programs, providing leadership in re-defining media education and literacy for the digital age.

Central to achieving this objective will be the fall 2002 launch of MNet's new, bilingual Web site – bringing together our traditional and new media programs and resources. The new site will provide a more interactive experience for users, much easier navigation around the site, completely updated and expanded content and a revamped media issues section that will serve as a valuable reference for debate on the complex and challenging media issues of the day.

Continued research will be an essential part of our work. Every day, MNet's specialized team scans the media environment – reviewing research findings, reports, and new Web sites to constantly update and expand our L'aspect sécurité de l'Internet doit être de plus en plus être pris au sérieux. Francine Dupuis Bibliothécaire Lachine, Québec

I have just tapped into this wonderful Web site and can't believe my eyes. This is an amazing resource! Keep up the good work. Brenda Gamache Ste. Rose, Manitoba knowledge and expertise of the Internet and its use by young people. This ongoing work provides strong input into our programs and will guide the next stage of our *Young Canadians In A Wired World* research program.

MNet is poised to significantly expand its direct involvement with young Canadians. The Girl Guides of Canada – Guides du Canada and the Media Awareness Network have partnered to develop *You Go Girl in Technology*. This project will be designed to help girls at all levels of guiding to develop digital and information literacy skills and to become adept and comfortable new media users.

And finally, the work begins this year to build a nationwide partnership of stakeholders to engage in *The National Dialogue on Literacies for the 21st Century.* This will be one of our majour endeavours over the next several years.

ABOUT MNET

MNet's Mission

The mission of MNet is to support and encourage media education, and its widest possible integration into Canadian schools, homes and communities. Our aim is to help people, particularly children and youth, to develop an informed and critical understanding of the nature of the media, the techniques used in creating media products, and the media's role and influence within society.

In executing this mission, we are guided by our underlying philosophy of educating, not advocating, and by our fundamental goals to:

- develop and deliver high-quality media education resources
- provide leadership in advancing media literacy and contributing to public policy development
- build broad public support for media literacy and education
- ensure good management of our human and financial resources

A Short History

The Media Awareness Network (MNet) is a Canadian non-profit organization that has pioneered research, training, and resource production for media and Internet literacy since the early 1990s. It grew out of the Canadian Radio-television and Telecommunications Commission's (CRTC) TV violence initiative, and was initially housed within the National Film Board of Canada.

In 1996, MNet was incorporated as an independent entity under the leadership of Co-Directors Jan D'Arcy and Anne Taylor and a volunteer board that included senior representatives from leading Canadian media companies and the public and non-profit sectors. Since then, MNet has built upon its solid foundation to play a seminal role in advancing media education in Canada. With a staff of 14 working in Ottawa and Montreal, the organization today hosts the largest online media education resource in Canada at <www.media-awareness.ca>.

BOARD OF DIRECTORS

2001 - 2002

MNet's Board of Directors represents its sponsors, user groups and government. This model has proven invaluable in our development. As MNet prepares for a challenging new year, we extend our heartfelt thanks to retiring Directors who include 2000 - 2002 Chair Al MacKay, Vice-Chairs Alan Mirabelli and Micheline Vaillancourt, Roch Carrier, former Chair Fil Fraser, Brian McKinnon, Michel Pichette and John Pungente.

Executive Committee

Al MacKay Vice President, Operations Canadian Policy Research Networks Chairperson

Alan Mirabelli
Executive Director
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Micheline Vaillancourt
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Human Resources Development Canada

Jean Guérette

Acting Assistant Deputy Minister

Cultural Development

Canadian Heritage

Len St-Aubin

Senior Director

Telecommunications Policy Branch

Industry Canada

Brian Ward

Senior Policy Advisor

Office of the Director General

Centre for Healthy Human Development

Population Health Branch

Health Canada

SPONSORS

MNet's leadership in media literacy and the provision of media education resources for educators, librarians, community organizations, parents and children is made possible by the generous and sustained support of its sponsors and research partners. With the outstanding work of its Fundraising Committee, MNet's sponsor list continued to expand over the past year with the addition of TELUS in the Silver category and Craig Broadcast Systems Inc. in the Bronze.

Founding Sponsors

Bell Canada Shaw Communications Inc.

Benefactors

BCE CanWest Global CTV Inc. CHUM Television

Research and Development

Canadian Heritage
Health Canada
Human Resources Development Canada
Industry Canada
Canadian Library Association
CA*net Institute

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Silver Sponsors

CHUM Television CTV Inc. TELUS

Bronze Sponsors

A&E Television Networks AOL Canada Craig Broadcast Systems Inc.

Donors

Shaw Communications Inc.

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Alberta Teachers' Association
Association des enseignantes et des
enseignants francophones du
Nouveau-Brunswick

Big Orbit
British Columbia Teachers' Federation

Canadian Association of Deans of Education

Canadian Association of Principals Canadian Association of Public Libraries

Canadian Home and School Federation Canadian Library Association Canadian School Library Association Canadian Teachers' Federation CANARIE

College of Education, University of Saskatchewan Concerned Children's Advertisers

District School Board of Niagara Edmonton Public Schools

Girl Guides of Canada
Hamilton-Wentworth District School
Board

Lakehead District School Board Library Boards Association of Nova Scotia

Manitoba Teachers' Society

Mothers Against Drunk Driving (MADD)

National Film Board of Canada

New Brunswick Teachers' Association

Newfoundland and Labrador Teachers'

Association

Nova Scotia Provincial Library

Nova Scotia Teachers' Union

Ontario Secondary School Teachers' Federation

Ontario Teachers' Federation

Owl Children's Trust

Peel District School Board

Prince Edward Island Teachers' Federation

Québec Provincial Association of Teachers

Saskatchewan Teachers' Federation
School of Library and Information
Studies, University of Alberta
Toronto District School Board

The MNet Team

MNet's ability to deliver high-quality programs and resources is based on the expertise and dedication of the dynamic group of professionals listed below. During 2001, we said goodbye and best wishes to a number of team members: Gillian Barbery, Library Officer, Guy Caron, French Web Site Co-ordinator, Patricia Fillmore, Media Education Specialist, Daphne Guerrero, Communications Officer, Catherine Viens, Researcher/Multimedia Producer, and Ginie Waller, Researcher. We also added new strength by welcoming on board Bill Allen, Corporate Communications, Anne-Marie Kinahan, Media Issues Specialist, and Andrée Thibeault, Media Education Specialist.

Co-Directors



Jan D'Arcy and Anne Taylor

English Program Team



Left to right: Cathy Wing, Community Specialist Anne-Marie Kinahan, Media Issues Specialist Jane Tallim, Education Specialist

French Program Team



Top left: Mélanie Bhérer, Media Issues Specialist Andrée Thibeault, Education Specialist Front: Louiselle Roy, Coordinator, French Program

Administration and Communication



Left to right: Katherine Tait, Administrator • Susanne Ure, Project Manager, Site Redesign
Sandra Udle, Administrative Assistant • Bill Allen, Corporate Communications
Johanne Laurent, Finance Officer

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