

The Carnegie Mellon University logo is positioned in the top left corner. It consists of the words "Carnegie", "Mellon", and "University" stacked vertically in a white, serif font against a black rectangular background. The background of the entire page is a vibrant, abstract pattern of wavy, horizontal lines in shades of orange, red, and yellow, resembling a wood grain or a liquid effect.

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# ARTS MANAGEMENT CAREER GUIDE

This career guide was created by the professionals engaged in the Master of Arts Management program, a joint program of the Heinz College of Information Systems and Public Policy and the College of Fine Arts at Carnegie Mellon University.



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## SOME BASIC FACTS

According to the National Endowment for the Arts, in 2019:

Production of arts and cultural goods and services in the U.S. amounts to \$920 billion.

This amount remains greater than the value added by such industries as construction, transportation and warehousing, mining, and agriculture.

Arts and cultural industries had over 5 million workers on payroll with total compensation of \$450 billion. This figure does not include self-employed arts workers.

Furthermore, 2022 data indicates that spending and hiring are not only recovering but expanding as we heal, recover, and adapt to the pandemic economic recovery.

The arts are multidimensional, offering participation as spectators, makers, educators, healers, and policy makers. Furthermore, the arts function in all our business sectors: Public, Private, and the Independent sectors.

**ART =  
JOBS**

## SO, WHAT IS ARTS MANAGEMENT?

Arts management, also called arts administration, is a field of study that provides graduates with the tools to create, develop, facilitate and evaluate arts and cultural programs and organizations. The arts management field was established in response to an ever-growing demand for leadership and organizational acumen within arts and cultural organizations. Arts managers bridge the worlds of performing and visual arts with applied managerial, financial, and programmatic skills.

As the arts management field continues to evolve, data and technology impact the arts and cultural sector more and more. Quantitative approaches and emerging technologies are critical to arts managers to equip themselves with the power to make impactful organization decisions. Technology provides not only conveniences in work flows, but increasingly modes of delivery for arts programs and art creation.

Terms used to identify the field include:

- arts management
- arts administration
- arts leadership
- arts entrepreneurship
- cultural policy
- creative industries management
- cultural management
- and others. . . .

# THE BUSINESS IS REAL

For-profit organizations are created to generate a profit, aka make more money than they spend, which is often distributed to the organization's owners. Non-profit, or not-for-profit organizations are mission-driven charitable entities that serve the public good, whose profit (surplus) goes directly back into the organization for the programs or services they provide. Non-profits do not have owners and are governed by a board of directors. Some organizations, such as social enterprises, may have hybrid business models that encompass structures of both for and non-profits.

Arts organizations operate in both nonprofit and for profit structures. A tour of Taylor Swift by LiveNation, Hamilton on Broadway, or an auction at Sotheby's are examples of for-profit arts businesses. In fact, these are all multi-million (perhaps billion) dollar enterprises working at an international scale. The Guggenheim Museum, Sundance, and the Pittsburgh Symphony Orchestra are examples of multi-million dollar organizations working at an international scale. Smaller, local entities can also choose to be for-profit or not-for-profit, but many are serving the community and are best served by a nonprofit structure.

There are a lot of other types of organizations under the arts and culture umbrella, including:

- Museums
- Galleries
- Symphonies & Music Organizations
- Operas & Choral Organizations
- Theaters
- Dance Companies
- Presenters
- Arts Education Centers
- Arts Service Organizations
- Grantmakers/Foundation
- Booking/Talent Agencies
- Other Sectors (corporate art programs, technology firms, theme parks, gaming, etc.) and more every day as digital opportunities expand

Additionally, those interested in technology or data, doing research at the NEA or working in consulting firms like TRG Arts offers a whole other set of job opportunities.

Ultimately, the arts are a business, and much like any company; people are needed to manage the product, the money, the marketing, and the evaluation. As the arts and entertainment sectors expand, there are more opportunities every year.

# MAKING MONEY

It's not always easy to tell whether and how people in the arts get paid, but there are many full-time job opportunities in arts management. According to Americans for the Arts, 702,771 businesses are involved in the creation or distribution of the arts in the U.S., and they collectively employ 2.9 million people. What's more, the National Endowment for the Arts reports that the non-profit arts sector generates \$135 billion for the economy, which has led to 4.1 million jobs.

What are the jobs in the business where arts managers work?

Arts managers can work across a variety of positions and in many different industries. From general management at an opera company to working in talent resources at an artist management company like ICM, people who love to manage have opportunities everywhere.



# THE FUTURE

Careers in the Arts and Culture sector are growing each year. The arts are the rainforest of society, and the arts and culture sectors are positioned to offer not only an aesthetic experience for patrons, but an emerging opportunity for connecting with what connects us through society -- our humanity. Engaging with the arts provides avenues for connection with that which is bigger than ourselves. As our communities and societies grow, a global network of artistic practice must be supported with knowledgeable managers so that the artists and their work can most effectively reach the most people. Exceptional leaders and managers do this work. And exceptionality is needed -- managing the arts takes a unique skillset, one we are not born with but one that can be learned through a combination of experience and in-classroom or workshop skill-building.

Finally, the best way to lead into the future is to be prepared with the skills needed in the future. Today everyone is wondering about the opportunities within an unyet created metaverse. Excellent leaders are preparing for it so that their artistic worlds can meet their communities wherever they are.

If you are ready to consider expanding your career journey into arts management, begin with an exploration of the learning opportunities out there. The Association of Arts Administration Educators has a mission to AAEE advances an inclusive, equitable, and resilient environment for the arts by supporting arts administration education faculty and programs and serving as a hub for knowledge. It maintains a directory of both undergraduate and graduate programs in North America. ENCATC represents, advocates, and promotes cultural management and cultural policy education, professionalizes the cultural sector to make it sustainable, and creates a platform for discussion and exchange at European and international level.



# ABOUT MAM

Arts and cultural institutions need leaders who are as passionate as the artists and audiences they support. These organizations face unique challenges in the digital age, and the Master of Arts Management (MAM) program prepares students to face those challenges and ensure that the arts continue to thrive.

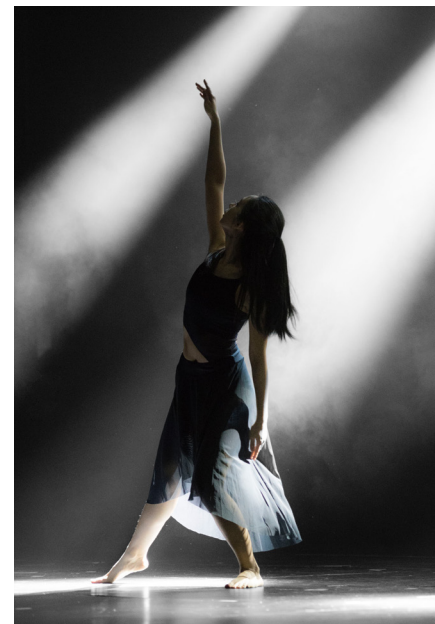
Combining the renowned interdisciplinary and creative power of Carnegie Mellon University's College of Fine Arts with the analytical expertise of Heinz College, the MAM program positions graduates to be arts managers who can lead organizations at the highest level and have lasting impact on the communities they serve.

Our innovative approach centers on the intersection of people, policy, and technology with an arts focus. Courses in analytics and quantitative management—

*MAM program focuses on Arts, Action, and Analytics.*

alongside many exciting opportunities for industry-centered experiential learning—will train you to navigate the rapidly changing cultural economy of the 21st century.

The MAM program focuses on Arts, Action, and Analytics. In 2 short years, students engage with world-class thought leaders in the classroom, in experiential trips to DC and New York City, in Colloquia, and, of course, in summer internships in arts and cultural organizations across the country. They engage in active learning while they are in Pittsburgh, via apprenticeships at local arts organizations or in the MAM research center focused at the intersection of Arts, Management and Technology—AMT Lab. Finally, students are expected to engage in the field, attending at least one conference of their choice with subsidies provided directly from the college and additional resources available from the school.



# ABOUT HEINZ COLLEGE

**People, policy, and technology.** The connections between the three define our time, and will continue to shape the future of humankind.

At Heinz College, we've understood this since our founding. Our first Dean, William W. Cooper, had a vision of educating students for "intelligent action," and this is still our primary objective.

In our educational programs, we accomplish this through a foundation of data analytics, technology, and experiential learning. Regardless of whether you come here to study Arts Management or Information Security or anything in between, your experience will be built on these elements.

If you would like more information, please feel free to email the program director

Jessica Bowser Acrie [jabowser@cmu.edu](mailto:jabowser@cmu.edu)

or visit our web site

<https://www.heinz.cmu.edu/programs/arts-management-master/>

## EDUCATION FOR INTELLIGENT ACTION

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