Carnegie Mellon University

2017-18 Student Handbook
MAM Program Addendum
Class of 2019

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1. SUMMARY OF KEY REQUIREMENTS

1. **Familiarize yourself with BOTH the Heinz College-Wide Handbook and this MAM Program Handbook Addendum to insure that you comply with all Program requirements.** If you do not meet all of the requirements for graduation, you will not be permitted to graduate. You must submit requests for waivers of requirements or approval of special academic programs in advance.

2. To graduate, you *must* complete 198 units of coursework (approximately 2/3 core, 1/3 electives) with at least a 3.0 Grade Point Average.

3. Your academic advisor must approve your initial schedule and all schedule changes. Students can change their schedules -- once they have met with their advisor -- using Carnegie Mellon's On-line Registration, up until the official Add/Drop deadline for the semester or mini.

4. For each semester except your last, you must take between 45 and 60 units. In your final semester, you must take at least 36 units. If you want to take more or fewer courses than this, you must submit a petition to the Director of the MAM Program **in advance**.

5. You are permitted to take up to 12 units of Independent Study, but you may submit a petition to the Program Director for permission to take additional units.

6. If circumstances beyond your control prevent you from completing all requirements for a course by the end of a semester, you may ask the instructor for permission to take an incomplete and to make up the work. If the instructor agrees (and s/he may refuse), you must sign a formal contract. You must sign the contract before the end of the semester, and you must complete the work by the end of the following semester. Instructors will impose grade penalties for incompletes, except when they are due to serious illness or other unavoidable circumstances.

7. It is your obligation to understand and comply with the rules of academic conduct at the Heinz College. Penalties for breach of these standards can range from failure of the course to expulsion from the College. Be sure that you know each instructor's rules regarding permissible collaboration on assignments.

8. You must complete an internship between your first and second years in the program. This internship must meet MAM Program Committee standards and must be approved *in advance* by both the MAM Program Director and the Heinz College's Associate Director of Career Services.

9. A leave of absence must be requested in advance if you intend to be away from the College for an extended period other than a summer. Any student who interrupts their program of study without such approval will be deemed to have withdrawn and will be required to seek readmission before returning.

10. All Heinz College academic forms (handbooks, petitions, independent study contracts, etc.) are located on the Heinz website: http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx.

2. MAM MISSION STATEMENT AND PROGRAM OUTCOMES

2.1   MAM Mission Statement

The mission of the Master of Arts Management (MAM) Program at Carnegie Mellon University is to increase the capacity, effectiveness, expertise and impact of management in the arts, culture and heritage enterprises and related agencies through structured and rigorous graduate-level academic curricula, applied research, engagement in creative industries and service to the field.

2.2   MAM Program Outcomes

Students in the MAM Program should be able to:

- Practice evidence-based, data-driven, quantitative management;
- Apply effective and innovative leadership tools, skills and techniques;
- Communicate effectively in verbal, written, and visual form;
- Investigate the field through critical thinking and analytical skills;
- Contribute to goals and successful outcomes of teams, recognizing the complexity inherent in working with diverse groups; and
- Understand the historical, theoretical and practical foundations in an ever-evolving field

2.3   MAM Values

- Individual attention to the needs and aspirations of all students;
- A culture that nurtures a personal commitment to serve the sector and an academic community that values diversity, promotes creative thinking and encourages ethical behavior;
- Maintaining currency and relevance in an ever-changing world from a national and international perspective;
- Demonstrating knowledge and developing skills in experiential practicum experiences;
- Fostering an environment to cultivate student innovation, leadership

3. MAM CURRICULUM AND PROGRAM POLICIES

You will normally complete the MAM Program in two academic years of full-time study. The MAM curriculum is structured with a set of Common Core courses and electives.

In order to successfully complete the MAM Program, you must complete the following:
- 198 units of course credit;
- All Core courses (unless you exempt them);
- Approved electives; and
- All other standards for graduation, including meeting minimum grade point averages and completing an internship.

3.1   Academic Advising

Throughout your student career, you will have the MAM program director and an assigned academic advisor to help with day-to-day advisement. Your advisors can help you in selecting courses and dealing with academic problems. You should plan to meet with both your advisor and program director at least once per semester, but

feel free to call upon them at any time. It is your responsibility to obtain approval and communicate schedule and class changes to the program director as well as the assigned advisor. The College's faculty and staff will try to help you in every way possible to successfully complete your program. However, **it is ultimately your responsibility to ensure that you meet all of your program's requirements.**

3.2   Common Core

You must complete the Core required for your program in order to graduate. You must take Core courses in the sequence shown in the *Recommended Schedule of Courses*, unless you obtain permission in advance from the MAM Program Director to defer required courses until the following year or you exempt them.

Core (Required) Courses (138 units)

MAM Core Courses:

93-703	Arts Enterprises: Management & Structures	12 units
93-732	Database Theory and Practice for Creative Enterprises	6 units
93-821	External Relations: Arts Marketing and Public Relations	6 units
93-808	Exhibitions Management OR 93-811 Producing a Performing Arts Season	6 units
93-807	Museum Operations OR 93-812 Presenting Performing Arts & Festivals	6 units
93-826	External Relations: Fundraising and Philanthropy	6 units
93-827	External Relations: Sponsorships and Grants	6 units
93-831	Law and the Arts	12 units
93-717	Writing for Creative Enterprises OR 94-701 Business English	6 units
93-847	Career & Professional Development for Arts Managers *(first year)*	0 units

Heinz College Core Courses:

90-710	Applied Economic Analysis	12 units
90-707, 11, 77	Statistical Reasoning (depending on placement)	12 units
90-723	Financial Statements and Analysis of Companies	6 units
9X-xxx	*Additional Finance Requirement* (choose one):	6 units
	90-744 Nonprofit Statements & Analysis	
	95-716 Principles of Finance	
	90-725 Management Accounting	
	90-731 Government/Public Accounting	
93-900	*Additional Data-Driven Decision Making Requirement* (choose one):	6 units
	91-729: Business Analytics for Managers	
	94-832: Business Intelligence and Data Mining	
	90-722/760: Management Science I/II	
	94-830 Analysis of Survey Data	
	94-834 Applied Econometrics I	
90-718	Strategic Presentation Skills	6 units
90-739	Systems Synthesis	12 units
94-700	Organizational Design and Implementation	6 units
94-707	Principles of Marketing	6 units

Other:

94-900	Summer Internship *(Pass/Fail)*	0 units
XX-XXX	Various Approved Electives	60 units

Total Units Required for Graduation:	**198 units**

3.3   Recommended Schedule of Courses

The following schedule of courses, recommended by the MAM Program, reflects the minimum unit requirements for graduation (198 units). Students are encouraged to enroll for additional courses, especially during the fall and spring of their second year of study. **NOTE:** Core courses must be taken according the schedule below, unless you obtain permission from the Program Director to defer required courses or you exempt them. If you exempt a first-year required course, contact your advisor about appropriate electives or other core courses you might take.

Fall semester – Year 1	Units	Spring semester – Year 1	Units
90-710 Applied Economic Analysis	12	90-723 Financial Statements and Analysis	6
90-xxx Statistical Methods	12	9X-xxx *Additional Finance class*	6
93-703 Arts Enterprises: Mgmt & Structures	12	93-826 Fundraising Fundamentals	6
94-700 Organizational Design & Implementation	6	93-827 Sponsorships and Gifts	6
93-717 Writing for Creative Enterprises	6	93-821 Arts Marketing and PR	6
94-707 Principles of Marketing	6	93-732 Database for Creative Enterprises	6
93-837 Career & Prof. Dev. Seminar for MAMs	0	9X-xxx *Additional Data Analysis class*	6
		90-718 Strategic Presentation Skills	6
		93-837 Career & Prof. Dev. Seminar	0
		Elective	6
Total	**54**	**Total**	**54**
Summer			
94-900 Internship			0
Fall semester – Year 2	**Units**	**Spring semester – Year 2**	**Units**
93-808 Exhibitions Management OR		93-807 Museum Operations OR	
93-811 Producing a Perf Arts Season	6	93-836 Presenting Perf Arts & Festivals	6
93-831 Law and the Arts	12	90-739 Systems Synthesis *(if not fall)*	12
90-739 Systems Synthesis *(if not spring)*	12	Electives	24-36
Electives	18-24		
Total	**48**	**Total**	**42**

3.4   Electives and Interest Areas

In addition to the Core, you may select electives to support your chosen career path or interest area and to supplement areas of expertise. Here are some guidelines to help you with choosing electives:

- Students need to take a minimum of 60 units of approved electives
- MAM students may take up to 12 units of free electives in College of Fine Arts courses, with the approval of the MAM Program Director.
- Approved courses across the University may also be taken if they are a graduate level or undergraduate upper division course (400 level or above) and contribute to your growth and development as an arts manager. You MUST fill out a petition to count these courses toward your MAM degree.
- Approved undergraduate courses will count toward your required units but NOT toward your QPA (letter grades will be transferred a pass/fail grade). Please be sure to consult the College-Wide Handbook for further policies on undergraduate courses.
- CMU graduate students may take up to 24 units (total) of courses at Tepper School of Business. For more information, visit http://tepper.cmu.edu/prospective-students/masters/mba/curriculum/mba-course-requests/carnegie-mellon-graduate-students
- Up to 12 units of language courses at the Intermediate Level or above may also be taken as an elective to count toward the MAM degree. Language courses, as well as upper-level pre-approved undergraduate

- courses will count toward the MAM degree as a mandatory Pass/Fail credit, thus the grade will not be factored into the QPA.
- Approved graduate courses outside the University are also permitted through the Pittsburgh Consortium on Higher Education agreement. For more information, visit www.cmu.edu/hub/registration/undergraduates/cross/outgoing.html
- Students who wish to receive MAM credit for courses outside of Heinz College must fill out a petition, available online. Students should submit the form *only* if they have successfully registered for the course.

MAM-SPECIFIC ELECTIVES

94-843	Research Seminar in Arts Management & Technology	(fall/spring)	6 units
93-813	Arts Facilities Management	(fall)	6 units
93-814	Dealers, Galleries & Auction Houses	(fall)	6 units
93-828	Advanced Topics in Fundraising (*MAM2 only*)	(fall)	6 units
93-808	Exhibitions Management (*if 93-811 taken as core, MAM2 only*)	(fall)	6 units
93-811	Producing a Perf Arts Season (*if 93-808 taken as core, MAM2*)	(fall)	6 units
93-836	International Arts Management & Cultural Heritage	(fall)	6 units
93-815	Audience Engagement & Participation	(spring – 2018 only)	6 units
93-804	Arts in Education	(spring)	6 units
93-846	Cultural Policy & Advocacy in the U.S	(spring)	6 units
93-807	Museum Operations (*if 93-812 taken as core, MAM2*)	(spring)	6 units
93-812	Presenting Perf Arts & Festivals (*if 93-807 taken as core, MAM2*)	(spring)	6 units
93-809	Public Art	TBD	6 units
93-XXX	Special Topics in Arts Management	TBD	3-6 units

SAMPLE ELECTIVE INTEREST AREAS

Some of the electives likely to be of interest to MAM students are listed below by interest track. Although concentrations and tracks are not required within the MAM program, students may elect to follow courses within a particular interest and function area. These are merely recommendations, and students certainly may opt to try interest areas that are not on this list. For a complete list of electives, please consult the Carnegie Mellon Schedule of Courses.

Marketing

94-843	Research Seminar in Arts Management & Tech	(fall/spring)	6 units
93-815	Audience Engagement and Participation	(spring 2018 only)	6 units
94-828	Survey Design	(fall)	6 units
94-830	Analysis of Survey Data	(fall/spring)	6 units
94-829	Market Research	(fall/spring)	6 units
94-802	Geographic Information Systems (GIS)	(fall/spring)	12 units
94-823	Measuring Social	(fall/spring)	12 units
95-873	Digital Marketing Analytics	(spring)	6 units
94-865	Marketing Digital Media	(spring)	6 units
90-801	Desktop Publishing OR	(fall/spring)	6 units
90-782	Multimedia	(fall/spring)	12 units
90-778	Media and Public Policy	(fall)	6 units
45-xxx	*Marketing course at Tepper*		

Fundraising

93-828	Advanced Topics in Fundraising	(fall)	6 units
94-824	Creating Results Oriented Programs	(fall)	6 units
90-823	Program Evaluation	(fall/spring)	12 units
93-846	Cultural Policy and Advocacy in the US	(spring)	6 units
94-813	Project Management	(fall/spring)	6 units

| 94-800 | Negotiation | (fall/spring) | 6 units |
| 94-802 | Geographic Information Systems (GIS) | (fall/spring) | 12 units |

Arts and Cultural Policy

93-804	Arts in Education	(spring)	6 units
93-809	Public Art	(TBD)	6 units
93-846	Cultural Policy and Advocacy in the US	(spring)	6 units
93-836	International Arts Management & Cultural Heritage	(fall 2016)	6 units
90-703	Women and Public Policy	(spring)	6 units
90-778	Media and Public Policy	(fall)	6 units
90-714	Policy and Politics in American Institutions	(spring)	12 units
90-713	Policy and Politics: An International Perspective	(spring)	12 units
90-789	Sustainable Community Development	(spring)	12 units
94-831	Design and Policy for Humanitarian Impact	(fall)	12 units

Interdisciplinary Arts Programming

93-813	Arts Facilities Management	(fall)	6 units
93-814	Dealers, Galleries and Auction Houses	(fall)	6 units
93-808	Exhibitions Management *(if 93-811 taken as core)*	(fall)	6 units
93-811	Producing a Perf Arts Season *(if 93-808 taken as core)*	(fall)	6 units
93-804	Arts in Education	(spring)	6 units
93-809	Public Art (TBD)	(spring)	6 units
93-807	Museum Operations *(if 93-812 taken as core)*	(spring)	6 units
93-812	Presenting Perf Arts & Festivals *(if 93-807 taken as core)*	(spring)	6 units
94-824	Creating Results Oriented Programs	(fall)	6 units
93-837	Artistic Development in the Music Industry	(fall)	6 units
62-708/18	Theater Architecture I/II	(spring)	6 units
93-XXX	Special Topics in Arts Management	(TBD)	3-6 units
TBD	*Graduate art history course at Pitt*		

Community and Economic Development

93-804	Arts in Education	(spring)	6 units
93-809	Public Art (TBD)	(TBD)	6 units
93-846	Cultural Policy and Advocacy in the US	(spring)	6 units
90-733	Urban Development OR	(spring)	6 units
90-743	Urban and Regional Economic Development	(fall)	12 units
90-789	Sustainable Community Development	(fall/spring)	12 units
90-748	Real Estate Development	(spring)	6 units
94-800	Negotiation	(fall/spring)	6 units
94-831	Design and Policy for Humanitarian Impact	(fall)	12 units
04-824	Creating Results Oriented Programs	(fall)	6 units

General Management

94-813	Project Management	(fall/spring)	6 units
90-823	Program Evaluation	(fall/spring)	12 units
90-722	Management Science	(spring)	12 units
93-711	Entrepreneurship in Creative Enterprises	(spring)	6 units
90-737	Budget and Management Control	(fall)	12 units
90-744	Accounting & Control for Nonprofits	(spring)	6 units
94-824	Creating Results Oriented Programs	(fall)	6 units
94-800	Negotiation	(fall/spring)	6 units
91-800	Organizational Management	(spring)	12 units

Leadership

91-809	Organizational Change	(spring)	6 units
91-850	Planning for Innovation	(fall)	6 units
91-869	Conflict Resolution	(fall/spring)	6 units
94-801	Acting for Management	(fall/spring)	6 units
91-843	Power and Influence	(spring)	12 units
94-800	Negotiation	(fall/spring)	6 units
90-751	Advanced Negotiation	(spring)	6 units
90-811	Foundation of Social Entrepreneurism	(spring)	6 units
94-811	Strategy Development	(fall/spring)	6 units
94-854	Developing as a Leader	(fall/spring)	6 units
94-866	Design Thinking	(spring)	6 units

Research and Data Analytics

94-843	Research Seminar in Arts Management & Tech	(fall/spring)	6 units
90-823	Program Evaluation	(fall/spring)	12 units
94-832	Business Intelligence & Data Mining SAS	(fall/spring)	6 units
94-834	Applied Econometrics	(fall)	6 units
94-828	Survey Design	(fall)	6 units
94-830	Analysis of Survey Data	(TBD)	6 units
94-802	Geographic Information Systems (GIS)	(fall/spring)	12 units
94-824	Creating Results Oriented Programs	(fall)	6 units
94-870	Telling Stories with Data	(spring)	6 units

3.5   Course Registration

Students should log onto to their Student Information Online (SIO, via the HUB) to view their registration times, plan their course schedule, and register for courses. Please note the following:

- A complete tutorial with step-by-step instructions is available at www.cmu.edu/hub/registration/graduates/index.html.
- View the Heinz Course Catalog for course descriptions: http://www.heinz.cmu.edu/academic-resources/course-results/index.aspx
- View the Schedule of Classes: https://enr-apps.as.cmu.edu/open/SOC/SOCServlet/search
- A "mini" course is a half-semester course (Mini 1 = August-October, Mini 2 = October-December, Mini 3 = January-March, Mini 4 = March-May).
- If a course has multiple section options, it is noted with multiple corresponding numbers (A,B,C…)

Please refer to *3.4 Electives and Interest Areas* for information on registering for courses at Tepper or at other universities. Please be sure to read the Heinz College-Wide Handbook for information about registration policies, wait list policies, and more.

4. SYSTEMS SYNTHESIS

The Systems Synthesis project course is an essential component of the Core. Each year the Heinz College offers at least four Systems Synthesis projects that are organized around a significant arts management problem, the solution to which requires a mix of technological, economic, social and political skills. Most project courses are sponsored by a public or not-for-profit agency interested in the project's outcome. MAM students in Systems Synthesis are organized into one or more teams along with Heinz College MS students, and are guided by faculty from the Heinz College and/or the College of Fine Arts. These courses are not organized as conventional classes, but involve students in a group problem-solving situation under faculty supervision. All students in the MAM Program are required to take one semester of Systems Synthesis.

Systems Synthesis projects allow you to apply the diverse skills developed in the classroom to a "real world" problem with a "real world client" in the design of a specific functioning public or non-profit sector system. The term "system" refers to the fact that the particular entity studied has an identifiable objective or function, and the word "synthesis" refers to the fact that the desired output is an integrated "design" for improved operation of that system.

In a Systems Synthesis Project, you will work in a group to structure a problem, do appropriate analysis using quantitative and analytical tools, generate recommendations to solve or ameliorate the problem, and present the analysis and recommendations to the client in both written and oral form. The experience will be designed to sharpen your problem-solving skills in working effectively in groups.

4.1   Organization of Systems Synthesis Projects

Projects must be supervised by at least one faculty member, who maintains relations with the client, directs and critiques the students' work, coaches them for their presentations, coordinates relationships with a Project Advisory Committee, and grades the students on their contributions to the projects, as well as grading the overall projects.

Systems Synthesis projects involve both oral presentations and written work. Generally, each project should make at least two oral presentations to the client; these presentations should be open to the public and advertised accordingly. Each student should participate in at least one presentation during the course of the project. In addition, groups must produce an interim report and a final report. It is recommended that each student be required to write a significant and identifiable section of the report and perform some nontrivial analysis, even if these efforts have to be improved upon by other members of the group before being included in a report to the client. The written report is expected to be of high quality but also produced on time (i. e. within the constraints of the academic calendar). Each group should submit an electronic copy (CD) and two printed and bound copies of the final report to the MAM Program Office.

4.2   Development of Systems Synthesis Projects

Early in the spring semester, the Dean of the Heinz College gathers together faculty and others interested in supervising Systems Synthesis Projects. At a series of meetings, this group proposes and refines ideas for Systems Synthesis courses.

Typically, proposals are generated by the faculty, and organizations external to the MAM Program. In recent years, some very successful proposals have come from students with interest in a particular problem or opportunity. The MAM Program staff and other faculty designated by the Heinz College Dean are available to assist students who are interested in developing their own proposals.

If you are interested in organizing a project, you must submit a proposal to the MAM Program Office including as many of the following items as possible:

- a brief description of the system to be studied;
- the system client, if identified;
- the kinds of alternative improvements to be considered;
- the types of data that would be used in such an analysis and how you intend to gather that data;
- the analytical approaches you anticipate you will use in the study;
- the name(s) of proposed faculty advisors; and
- a list of students interested in the project.

It is certainly not necessary to have all of the aspects of a project listed above in place in order to submit a proposal. If you need assistance with any aspect of developing a project, contact the MAM Program Director or Associate Director. The three most critical factors are a well-defined project idea, significant interest from students, and the ability of the Dean to assign a faculty member to supervise the project. The latter depends a great deal on the needs for individual faculty to teach other courses in the curriculum.

4.3   Grading of Systems Synthesis Projects

You will receive a Systems Synthesis grade based on your individual and group performance. In any group project there is an inherent tension between rewarding individual and group performance. This tension is in part by design, as it reflects some of the realities of group staff work in public and private organizations. Grades in Systems Synthesis courses are a combination of individual and group considerations. Individual grades can be seen as "deviations" from the overall project grade which the final work products warrant. It is generally desirable that you will perform multiple roles in such projects across the academic year, and it is recommended that faculty and student evaluations consider these various contributions.

5. SUMMER INTERNSHIP (REQUIRED)

All MAM students are required to spend the summer following their first year in the program gaining professional experience in arts management. Your internship will train you in ways significantly different from classroom instruction. By working in a professional environment, you will solidify the knowledge gained in your MAM Program coursework, refine career interests, and establish personal networks which might lead to later career opportunities. You can also earn income, though the MAM Program does also accept volunteer internships. The internship also provides the faculty with feedback about the relevance of the curriculum and the effectiveness of the teaching program.

5.1   Securing an Internship

You are responsible for securing a suitable internship. The MAM Program staff and the Career Services staff (one of whom serves as an official career services advisor to the MAM program) provide assistance through counseling, workshops on resume preparation and interview skills, and listings of potential internships. You can make an appointment at any time to meet with the staff to discuss your situation and you are encouraged to come to workshops which cover the essential skills for finding the right internship.

5.2   Internship Standards

All students are expected to satisfactorily complete an internship as an integral part of the MAM degree program. As a graduation requirement, the internship must meet the following guidelines:

- Be housed within a separate (non-CMU) cultural or arts-related organization, which may be a public agency, non-profit organization, or private agency.
- Have at least one full time paid staff member/supervisor
- Minimally, the internship requires the equivalent of ten weeks (400 hours) of full-time employment that has formal supervision, is professional in nature, includes work that is of importance to the organization, and has significant educational value.
- Before beginning the internship, students must complete the online Career Services Internship Reporting Form for approval by the Program Director and Career Services Advisor: http://www.heinz.cmu.edu/jobs-and-internships/students/resources-tools-and-skills/index.aspx
  The internship will be verified with the student's supervisors and then approved. Students must notify their Career Advisor of any significant changes in their internship (length, location, hours of work, etc.)
- Once the internship has been approved, students will be registered for the zero-unit internship course. Students will not receive academic credit for the internship, but it will be reflected on their transcript as a course with P/F grade.
- Near the end of the internship, the Career Services Office will request supervisors to complete a Student Performance Evaluation Form.
- **F1 Visa Students:** You must apply for Curricular Practical Training (CPT) employment authorization for your summer internship. CPT authorization is required regardless of the internship being paid or unpaid. CPT is only available to F-1 students who have not graduated and who have been enrolled on a full-time basis for one full academic year (i.e. fall and spring.) If your degree program requires you to complete a summer internship, you can qualify for CPT. Processing CPT may take up to 2 weeks and you cannot begin employment until you receive authorization. Guidelines, forms and instructions can be found at the Office of International Education's website.

You will not be permitted to graduate if you accept or begin work at an internship that does not meet MAM Program standards, and it is strongly suggested that you verify the eligibility of your internship with the MAM Program Director or your Career Services Advisor in advance of accepting the offer with your internship host.

During the course of the internship, your Career Services Advisor will contact your supervisor to discuss your progress. The Director may also get in touch with you to discuss the internship and any problems that arise. **You must notify your career services advisor of any significant changes in your internship (e.g., length, location, hours of work).**

At the end of the internship, our Career Services Advisor will request that your supervisor complete an evaluation form about your performance during the summer. The office also will ask you for a one-page self-evaluation of how your internship fulfilled the educational goals of the program and a short description of the employing organization, including a list of contact names, tasks and responsibilities you cultivated while in their employ. The staff will discuss these evaluations with you personally to provide the appropriate feedback.

Based on the supervisor's evaluation, the mid-summer contact with the supervisor and you, and your self-evaluation, the Director will advise the MAM Committee if you have satisfactorily completed the internship requirement. **If you do not successfully complete an eligible internship, you will have to complete one before you can graduate**.

The Office of Career Services encourages you to notify them of job opportunities within your internship organization which might be available for future MAM graduates or interns. The Office will maintain these descriptions in a file for reference by both first and second year students.

5.3   Internship Funding

Federal Community Service Work-Study (FCSWS)
Heinz College participates in the FWS/FCSWS programs, which are need-based federal financial aid programs that provide part-time employment to eligible students who need the earnings to help meet their educational expenses. The programs encourage students receiving FWS assistance to seek employment in the community (within an eligible organization). Student eligibility is determined from information provided on the student's *Free Application for Federal Student Aid (FAFSA) and Heinz College Financial Aid Application.* Interested students for summer FCSWS funds are also required to submit a Summer Request Form for Federal Community Service Work Study. To be eligible, a student must meet all the following requirements:

- Be enrolled as a regular student in an eligible program of study.
- Be eligible for Federal Financial Aid.
- Be a U.S. citizen or Federal Aid eligible noncitizen.

For more information about FCSWS, visit http://www.heinz.cmu.edu/financial-aid/student-employment/work-study-eligible-students/federal-community-service-work-study-program/index.aspx.

Internship Opportunity Fund
Students who accept internships that do not qualify for funding under the Federal Community Service Work Study (FCSWS) program, either because the student does not have federal financial aid eligibility or because the employer and/or the job does not meet federal regulations for FCSWS eligibility, may apply to the Heinz College Internship Opportunity Fund (IOF) for consideration of awards to help support non-paying and low paying internships. Students are never eligible to receive both IOF and FWS funds to subsidize the same position.

The IOF is a student-run group that holds various fundraising activities throughout the year to raise money that will be matched by the College if the predetermined fundraising goal is met. All funds are then redistributed to students taking low-paying or unpaid summer internships. Students that actively participate in the fundraising, and that have a demonstrated financial need, will receive preference when the funds are distributed. The IOF is open to students in all Heinz College programs who do not qualify for FWS and that have a required summer internship component, regardless of the employer's sector. The IOF grants awards between $500 and $4,000.

Students are eligible for IOF funding if:
- They are enrolled in a Heinz College program that requires a summer internship
- Their summer internship is non-paying or low paying
- Their summer internship does not pay through FCSWS (ex. for-profit organizations) or the student is not FCSWS eligible (ex. international students)

Students are not eligible for IOF funding if:
- They have a paid internship, which includes being paid through FCSWS.
- Their internship is not approved by the Career Services office.

For more information about IOF, visit http://www.heinz.cmu.edu/jobs-and-internships/students/iof/index.aspx.

6. ACADEMIC YEAR PRACTICUM OPPORTUNITIES

Although the summer internship is the only required practicum component within the MAM curriculum, we highly encourage you to take advantage of as many experiential learning opportunities as possible during your graduate studies. This could involve working in a paid position, volunteering, or conducting research in one of our affiliated research centers.

6.1   MAM-CFA Fellows Program

In order to better foster the College of Fine Arts (CFA)/Heinz relationship, we established a CFA Fellows program where select 1st year MAM students serve in positions in the School of Music, School of Drama, School of Art, Miller Gallery, STUDIO for Creative Inquiry, and other CFA departments. The Fellows assist in the management of day-to-day functions, fostering an exchange between their CFA department and the MAM program while serving as an ambassadors for both programs. Students are paid $15/hour and may earn up to $5,000 per academic year.

6.2   Positions at Local Arts Organizations (FCSWS)

Eligible students who qualify for federal aid may opt to earn their work-study award through placements at arts organizations off-campus through the Federal Community Service Work Study (FCSWS) program. Refer to Section 5.3 for more information. Please note that this can be more logistically difficult for first year students, as class loads are more substantial in the first year and may not allow for adequate travel time to/from CMU and the respective arts organization in between classes.

6.3   Future Tenant and AMTLab

The MAM program is also home to two affiliated research centers and laboratories: Future Tenant Art Space and Arts Management and Technology Laboratory (AMTLab). In any given year, Future Tenant hires approximately 6-8 positions including an Executive Director, Associate Director, Visual Programming Manager, Performance Programming Manager, Marketing Manager, and Development Manager. AMTLab hires a Chief Editor (who is eligible for partial tuition fellowship during 2nd year), Chief Coordinator (work-study), and numerous research associates and writers (for academic credit).

6.4   Apprenticeship (2nd year)

Regardless of nationality and financial aid eligibility, ALL second year MAM students are permitted to undertake an apprenticeship to supplement classroom work and further enrich your work experience. You can choose to apprentice in one of more than thirty professional cultural organizations in the region. Apprenticeships feature financial support from either the host institution, Federal Community Service Work Study (FCSWS) or the MAM Program.   As apprentices, you are employed by the MAM program, but complete your apprenticeship placement offsite. Students are paid $12/hour and may earn up to $4,000 per academic year (approximately 12 hours per week). **Please note:** We strongly recommend apprenticeships at off-campus arts organizations and may not endorse on-campus opportunities.

6.5   Teaching Assistantships

Teaching Assistant (TA) positions are given to master's students entering their third semester and Ph.D. students who have demonstrated both an understanding of the course material and the ability to help others learn this information. Teaching Assistants are an important part of the success of the College's programs. They assist the instructor by conducting review sessions, tutoring students, either individually or in small groups, and grading homework and examinations under the supervision of the instructor. Refer to the College Wide Handbook for more information about teaching assistantships.

7. CAREER SERVICES

Each program is assigned a program-specific Heinz College career advisor to assist students with their career services as it pertains to your internship and job search. This may include cover letter and resume reviews, leading career services workshops, researching organizations and contacts, scheduling mock interviews, and coordinating networking events. You are encouraged to participate in as many events as possible.

Please also read the MAM-specific career guide which is updated and published every year. This is available for download here: http://www.heinz.cmu.edu/jobs-and-internships/students/index.aspx.

7.1   Job and Internship Postings

- **D-Lists:** The career services office maintains career services distribution email lists, which are used to forward on relevant job and internship postings that are directly forwarded to us.
- **MAM Job Database:** Please utilize the Job Search comprehensive spreadsheet for a full listing of available online locations
- **Social Media:** We also highly encourage you to actively follow MAM-related social media networks (MAM @ CMU LinkedIn Group, MAM Facebook Group, @CMU_MAM on Twitter), as many jobs and internships are often posted there by MAM alumni and other professionals in the industry.

7.2   Experiential Trips and Network Nights

The career services office regularly organizes site visits and networking trips to New York City, Washington DC and other cities (Cleveland, Philadelphia, etc.). These events offer students an opportunity to meet with MAM alumni in other cities, tour world-renowned arts facilities, and more. It is highly recommended that you participate in these valuable networking opportunities, even if you are not interested in working in that particular city, as these experiences provide you with a well-rounded view of the arts ecosystem.

8. CONFERENCES AND ARTS SERVICE ORGANIZATIONS

8.1   Arts Service Organizations

We strongly encourage you join appropriate professional peer networks while you are a student in the MAM program. These may include organizations that serve a specific field within the arts industry, such as the Alliance of Art Museums, Association of Performing Arts Presenters, League of American Orchestras, Association of Fundraising Professionals, and others. Your program director has a comprehensive list of available arts service organizations and can help to recommend specific organizations or networks that best fit your career interests and goals. Most student memberships cost less than $50/year and offer insider news, industry trends, and member-only job resources. *In your first year, the MAM program will sponsor one student membership to an approved arts service organization of your choice.*

8.2   Conferences

Most of these service organizations offer an annual conference where its members and affiliates convene to discuss best practices, network, and learn from others in the industry. We highly encourage that you attend two conferences per year as an extension of your classroom learning. While we understand this may be costly, you can often volunteer for conferences in exchange for free registration, apply for scholarships through the organization, or supplement remaining expenses through the resources for university conference funding outlets: 1) MAM/Heinz College Conference Fund and 2) Graduate Student Assembly Conference Fund. More information

about conference funding, criteria, and appropriate deadlines can be found here:
http://www.heinz.cmu.edu/student-activities/student-life/conference-funding/index.aspx.

9. JOINT DEGREES AND EXCHANGE PROGRAMS

9.1   Accelerated Masters Program (AMP)

The Heinz College offers the AMP program for selected undergraduates from the College of Fine Arts and the College of Humanities and Social Sciences. AMP students finish their undergraduate degrees in their senior years while beginning the MAM Program. During the senior year, students remain on undergraduate financial aid and pay undergraduate tuition. After one additional year at the Heinz College, during which they are eligible for Heinz financial aid, they receive their MAM degrees. Students apply to the AMP program as juniors. This program is described in great detail in the Heinz College AMP Guide, which is available from the Office of the Associate Dean or the Admissions Office. Students interested in the program are encouraged to contact the Admissions Office.

9.2   University of Pittsburgh School of Law MAM-JD Dual Degree

The University of Pittsburgh School of Law and the Heinz College offer a dual degree program designed to train students for careers in which management, public policy and law overlap. You can be admitted to the program either before you enter the school or in your first year. You must submit separate applications to each school in addition to the dual degree application. If you are applying during your first year in the MAM Program, you must take the LSAT test and submit an application to the University of Pittsburgh School of Law by March 1. The dual program generally spans four years. You must satisfy both schools' degree requirements, but some credit is given by each school for completing the other school's program. At the School of Law, 88 credits are required, but 14 credits are awarded for completing the Heinz College's MAM Program; at the Heinz College, 204 units are required, but 36 units are awarded for completing the JD program. For more information contact the Associate Dean's Office or the Heinz College Office of Student and Employer Services.

9.3   University of Bologna Graduate Degree in Innovation and Organization of Culture and the Arts (GIOCA)

Carnegie Mellon University's Heinz College offers a double-degree Masters program with the University of Bologna, Italy. This partnership is the only initiative of its kind focusing on global cultural management. The program combines the strengths of Carnegie Mellon's rigorous approach, focused on applied management theory and skills, with the University of Bologna's interdisciplinary approach that allows students to understand global operational issues as they relate to the artistic dimensions of cultural institutions. *Enrolled MAM-GIOCA students should consult the MAM-GIOCA Handbook, available on the Heinz College website.*

9.4   Exchange Programs

In lieu of the double degree, students may also apply to attend the University of Bologna or University of Ludwigsburg (Germany) for one semester as an exchange student. Courses at the University of Ludwigsburg are taught in German, while courses at University of Bologna are taught in English. Although up to 60 units may transfer back to the MAM degree, core courses not offered as an equivalent course at the host institution (that you would have taken that semester at CMU) must be completed in advance. As a result, it is recommended that you meet with the MAM Program Director as soon as possible to discuss your course plan. *The deadline to apply to the exchange program is February 15.*

10. PUBLIC AND NONPROFIT CAREER OPPORTUNITIES PROGRAM (PNCOP)

Objective
The Public and Nonprofit Career Opportunities Program at the Heinz College is designed to provide financial assistance to graduating students with large educational loan debts to encourage them to accept public service positions even though their salary levels are significantly below those available in the private sector.

Eligibility
If you are a full time student in your second year in the MAM Program, and if you have completed your first year in good academic standing, you may submit an application form describing your prior public service experience, your career goals and objectives for entering public service, and your plans for obtaining employment in the public or non-profit sectors. Applications will be due during November of each academic year.

Selection
All applications will be ranked by an Evaluation Committee. The ranking will be based on the following factors:
- Potential for contribution to public service or nonprofit sector
- Total loan indebtedness incurred while in the MAM Program, and
- Academic performance in the MAM Program.

The Evaluation Committee will then choose a set of the top-ranking applicants to receive the award. The number of awards distributed depends on available funds. Recipients of the award will be selected by the end of the fall semester.

Award Amounts
The payments will be determined by the total amount of funds available and by the number of qualified applicants. However, the payments will generally not be less than $1,000 or more than $5,000 per recipient, and no payments will exceed the student's total outstanding loan balance.

Payment of Awards
The awards will be made to students who accept full-time positions in the public or non-profit sectors at salaries significantly below those available in the private sector. The Committee will set a threshold salary each year based on information that is available on salary trends in the public and private sectors; awards will only be available for jobs which pay less than the threshold salary.   Each award will be paid in two equal installments, as follows:

1st payment (one-half of the total award) -- upon reporting to work at a position in the public or non-profit sector at a salary below the threshold salary. In case of ambiguity about whether any particular job is in the "public sector," the review committee will decide on eligibility. An award recipient must submit a letter from an employer verifying the specific start date of employment and salary.

2nd payment (one-half of the total award) -- one year from the date of graduation, provided the recipient continues employment in the public or non-profit sector. This payment will be automatic upon submission by the individual of a brief statement documenting his or her continued employment in the public or non-profit sector.

Payment may be made either directly to the recipient or to an educational lender.
A student who has been selected to receive assistance is guaranteed both payments if s/he continues to meet the conditions for eligibility. The 2nd payment will be committed in the year of the initial award; it is not contingent on the availability of funds in the program in the following year.

For more information please contact the Heinz College Office of Financial Aid.