Carnegie Mellon University

2024 - 25 Master of Arts Management
MAM Handbook Addendum
Class of 2026

Updated 10/04/2024

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INFORMATION SYSTEMS • PUBLIC POLICY • MANAGEMENT

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1. Introduction

This handbook provides specific information on the curriculum and program requirements for the Master of Public Management (MPM) program. The Heinz College also publishes a separate handbook which details College-wide policies and procedures pertaining to educational planning, program committee, teaching, scheduling and course credit, performance standards, academic standing, ethics and discipline, student privacy rights and major forms and deadlines.

While this handbook is specific to your academic experience in the department, it is just one element of the Graduate Student Handbook Suite. There are several other resources within the suite that you should consult when needed:
- The Heinz College Handbook
- University-Wide Graduate Student Handbook (Office of Graduate & Postdoctoral Affairs)
- The Word Student Handbook

2. Summary of Key MAM Requirements

1. You must familiarize yourself with the CMU Graduate Student Handbook, The Heinz College-Wide Handbook, and this MAM Program Addendum to ensure you comply with all program requirements. If you do not meet all the requirements, you will not be permitted to graduate.

2. To graduate, you must complete 192 units of coursework (approximately 2/3 core/bins, 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. After meeting with your advisor, you can change your schedule using Carnegie Mellon's Online Registration, up until the official Heinz Add/Drop deadline for the semester or mini.

4. For each semester except your last, you must take between 48-54 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. If you are an international student, you may not take fewer than 36 units.

5. You are permitted to take up to 12 units of Independent Study, but you must 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, 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 year 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 Assistant 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 Current Student Website](#).

3. MAM Mission Statement and Program Outcomes

3.1. 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.

3.2. 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.

3.3.   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 national and international perspectives;
- Demonstrating knowledge and developing skills in experiential practicum experiences;
- Fostering an environment to cultivate student innovation and leadership

4.   Departmental Personnel

The staff listed below are directly associated with the Master of Art Management program. There is a robust team at Heinz College and CMU available to help you navigate your education, from financial aid and student services to disability services and more.

Jessica Bowser Acrie	Director of Nonprofit and Public Management Programs MAM Program Director, Faculty, Advisor	jabowser@andrew.cmu.edu
Dr. Brett Ashley Crawford	Faculty Chair, Faculty, Advisor	brett@andrew.cmu.edu
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Matthew Spangler	Associate Director, Career Services	mspangler@andrew.cmu.edu

5.   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:

- 192 units of course credit;
- All Core courses (unless you exempt them);
- Approved electives;
- An approved summer internship; and
- All other standards for graduation, including meeting a minimum grade point average of 3.0.

5.1. Academic Advising

Throughout your student career, you will have the MAM program director and an assigned academic advisor. An advisor helps 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 your program's requirements.

5.2. Common Core

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

The MAM Core includes four Required Core Content Bins: Arts Enterprises Models, Additional External Relations, Additional Finance/Accounting, and Additional Data and Technology Requirement. Three of the Core Content Bins (Additional External Relations, Additional Finance/Accounting, and Additional Data and Technology Requirement) have a 6-unit requirement; you are required to select one 6-unit course to fulfill each Bin.

The Arts Enterprises Models Core Content Bin requires 12 units; you must take two 6-unit classes to fulfill this Bin.

The table in this section includes the current set of Heinz Faculty approved courses that you may take to satisfy each Content Bin. The specific courses and sequence in which you take each course should be discussed with and approved by your academic advisor.

MAM Core Courses

93-703	Arts Enterprises: Structures & Strategies	12 units
93-XXX	Arts Enterprises Models (choose two 6 unit courses for a total of 12 units)	12 units
	93-807 *Museum Operations, 6 units (2nd Year only)*	
	93-808 *Exhibitions Management, 6 units (2nd Year only)*	
	93-811 *Performing Arts Operations, 6 units (2nd Year only)*	
	93-812 *Presenting Performing Arts & Festivals, 6 units (2nd Year only)*	
90-728	Introduction to Database Management	6 units
93-831	Introduction to Business Law for Arts Managers I	6 units
93-834	Introduction to Business Law for Arts Managers II	6 units
93-717 or 94-701	Writing for Creative Enterprises or Business Writing	6 units
93-847	Arts Management Professional Seminar I	0 units
93-849	Arts Management Professional Seminar II	0 units
93-826	External Relations: Fundraising and Individual Giving	6 units
93-827	External Relations: Fundraising and Institutional Giving	6 units
93-821	External Relations: Arts Marketing and Public Relations	6 units
9X-XXX	Additional External Relations Requirement (choose one):	6 units
	94-707 *Data-Focused Marketing (spring)*	
	90-801 *Media & Communication Design I (fall/spring)*	
	94-823 *Measuring Social (spring); 12 units*	
	94-732 *Managing Disruption in Media and Entertainment*	
	94-708 *Applied Strategic Marketing (fall)*	
	94-870 *Telling Stories with Data*	
	94-843 *Research Studio: Arts Management and Technology*	

Heinz Core Courses

90-710	Applied Economic Analysis		12 units
93-707, 11, or 77	Statistical Reasoning (depending on placement)		12 units
90-718 or 94-718	Strategic Presentation Skills or Communication in XR		6 units
94-700	Organizational Design and Implementation		6 units
90-739	Systems Synthesis		12 units
90-723	Financial Statements and Analysis of Companies		6 units
9X-XXX	Finance/Accounting Requirement (choose one)		12 units
	90-744	*Financial Statements & Analysis for Arts Enterprises*	
	93-880	*Production Accounting*	
9X-XXX	Additional Data and Technology Requirement (choose one):		6 units
	90-812	*Introduction to Programming with Python*	
	90-732	*SQL Fundamentals*	
	91-819	*Optimization and Risk Modeling for Managers (spring)*	
	91-729	*Business Analytics for Managers (spring)*	
	93-830	*Technologies Transforming the Arts*	
	94-802	*Geographic Information Systems (6 of 12 units count towards the bin requirement)*	
	94-832	*Business Intelligence and Data Mining w/SAS*	
	94-834	*Applied Econometrics I (fall/spring)*	
	90-722 or 90-760	*Management Science I or II (spring)*	

Other Courses

94-900	Internship	0 units
XX-XXX	Various Approved Electives	54 units

Total Units Required for Graduation: **192 Units**

5.3. Recommended Schedule of Courses

The table in this section shows the order of courses recommended by the MAM Program and reflects the minimum unit requirements for graduation (192 units). You are encouraged to enroll for additional courses, especially during the fall and spring of your second year of study.

NOTE: Core courses must be taken in the order shown below; permission from the Program Director to defer mandatory courses is required. If you exempt a 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
90-707/11 Statistical Reasoning	12	90-728 Introduction to Database Management	6
93-703 Arts Enterprises: Structures & Strategies	12	90-718 Strategic Presentation Skills OR 94-718 Communication in XR	6
93-717 Writing for Creative Enterprises OR 94-701 Business Writing	6	93-826 Fundraising: Individual Giving	6
		93-827 Fundraising: Institutional Giving	6
93-847 Arts Management Professional Seminar I	0	93-821 Arts Marketing and PR	6
9X-xxx External Relations Bin (if not another semester)		9X-xxx *Additional Finance/Accounting Bin*	6
Electives or Bins	6	93-849 Arts Management Professional Seminar II	0
		Electives or Bins	6
Total	**48**	**Total**	**48**

Summer: 94-900 Internship, 0 units

Fall semester – Year 2	Units	Spring semester – Year 2	Units
93-807 Museum Operations OR 93-811 Performing Arts Operations	6	93-808 Exhibitions Management OR 93-812 Presenting Perf Arts & Festivals	6
93-831 Intro to Business Law for Arts Managers I	6	93-834 Intro Business Law for Arts Managers II	6
90-739 Systems Synthesis *(if not spring)*	12	90-739 Systems Synthesis *(if not fall)*	12
94-700 Organizational Design & Impl.	6	9X-xxx *Data-Driven Analysis Bin (if not fall)*	6
Electives or Bins	12-24	Electives or Bins	12-24
Total	**48**	**Total**	**48**

5.4.   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:

- You need to take a minimum of 54 units of approved electives
- To fulfill the elective requirements for graduation, you may take graduate courses outside of the Heinz College. You must complete a minimum of 156 of your 192 minimum units with Heinz College courses.
    - If you wish to take graduate courses outside of Heinz College that count towards your degree, you must have Program Director approval, and you must submit a General Petition prior to the start of the course.
    - Any approved graduate courses taken at Carnegie Mellon University for which you receive a passing grade, meaning a grade of a C- or better, will be used in the computation of the Heinz College grade point average.
- MAM students may take up to 12 units of electives in College of Fine Arts courses, with the approval of the MAM Program Director.
- CMU graduate students may take up to 24 units (total) of courses at Tepper School of Business. For more information, visit https://www.cmu.edu/tepper/programs/mba/curriculum/mba-course-requests/index.html
- Approved graduate courses outside the University are also permitted through the Pittsburgh Council on Higher Education agreement. For more information, visit www.cmu.edu/hub/registrar/registration/cross/outgoing.html
- Undergraduate courses will not count toward your MAM degree unless approved by the Program Director via General Petition. If approved, graduate students can only earn "Pass/No Pass" units (vs. letter grades) and the grade will not be factored into your QPA.

MAM Specific Electives

93-832	Arts & Community Development	(fall)	6 units
93-813	Arts Facilities Management	(spring)	6 units
93-809	Public Art	(fall)	6 units
93-828	Advanced Topics in Fundraising (MAM2 only)	(fall/weekend mini)	3 units
93-807	Museum Operations (MAM2 only)	(fall)	6 units

93-811	Producing a Perf Arts Season (MAM2 only)	(fall)	6 units
94-843	Research Studio: Arts Management & Technology	(spring)	6 units
93-815	Audience Engagement & Participation	(spring 2024 only)	6 units
93-804	Arts in Education	(TBD)	6 units
93-846	Cultural Policy & Advocacy in the U.S.	(TBD)	6 units
93-808	Exhibitions Management (MAM 2 only)	(spring)	6 units
93-812	Presenting Perf Arts & Festivals (MAM2 only)	(spring/evening)	6 units
93-844	Live Music: Touring & Revenue Streams	(spring)	6 units
93-XXX	Special Topics in Arts Management	(TBD)	3 units

Sample Elective Interest Areas

Some electives are listed below by interest track. Although concentrations and tracks are not required within the MAM program, you may elect to follow courses within a particular interest and function area. These are mere recommendations, and you certainly may 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 Studio: Arts Management & Technology	(spring)	6 units
94-708	Applied Strategic Marketing	(fall)	6 units
93-815	Audience Engagement and Participation	(spring 2024 only)	6 units
94-828	Survey Design	(spring/evening)	6 units
94-802	Geographic Information Systems (GIS)	(fall/spring)	12 units
94-823	Measuring Social	(fall/spring/evening)	12 units
94-732	Managing Disruption in Media and Entertainment	(spring)	6 units
90-801	Media & Communication Design I	(fall/spring)	6 units
90-804	Media & Communication Design II	(spring)	6 units
90-782	Multimedia – do not take if you've had 90-801 or 90-804	(fall/spring)	12 units
05-692	Interaction Design Overview (HCII)	(fall/spring)	9 units
45-xxx	*Marketing course at Tepper (see section 3.4)*		
51-xxx	*School of Design course*		

Fundraising			
93-828	Advanced Topics in Fundraising (dates listed online)	(fall/weekend mini)	3 units
94-824	Creating Results Oriented Programs	(spring/evening)	6 units

90-823	Program Evaluation	(fall/spring)	12 units
93-846	Cultural Policy and Advocacy in the US	(TBD)	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
94-870	Telling Stories with Data	(fall/spring)	6 units

Arts and Cultural Policy

93-804	Arts in Education	(TBD)	6 units
93-846	Cultural Policy and Advocacy in the US	(TBD)	6 units
93-809	Public Art	(fall)	6 units
93-832	Arts & Community Development	(fall)	6 units
90-703	Gender, Politics, and Policies in the US and World	(spring)	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	Resilient & Sustainable Communities	(spring)	12 units
90-860	Policy in a Global Economy	(fall)	6 units
94-870	Telling Stories with Data	(fall/spring)	6 units
90-704	Poverty, Inequality and Social Policies	(fall)	12 units
90-750	Civic Engagement as a Community Process	(fall/evening)	6 units

Interdisciplinary Arts Programming

93-813	Arts Facilities Management	(spring)	6 units
93-808	Exhibitions Management	(spring)	6 units
93-811	Producing a Perf Arts Season	(fall)	6 units
93-804	Arts in Education	(TBD)	6 units
93-807	Museum Operations	(fall)	6 units
93-812	Presenting Perf Arts & Festivals	(spring/evening)	6 units
94-824	Creating Results Oriented Programs	(spring/evening)	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/evening)	6 units
93-832	Arts & Community Development	(fall)	6 units
93-846	Cultural Policy and Advocacy in the US	(spring)	6 units
90-750	Civic Engagement as a Community Process	(fall/evening)	6 units
90-789	Resilient & Sustainable Communities	(spring)	12 units
90-748	Real Estate Development	(fall/evening)	6 units

94-824	Creating Results Oriented Programs	(spring/evening)	6 units
94-800	Negotiation	(fall/spring)	6 units
XX-XXX	*Course at University of Pittsburgh School of Education*		

	General Management		
94-813	Project Management	(fall/spring)	6 units
90-823	Program Evaluation	(fall/spring)	12 units
94-837	Leading w/ Equity & Inclusion	(fall/spring)	6 units
90-722	Management Science	(spring)	12 units
90-744	Financial Statements & Analysis for Arts Enterprises	(spring)	6 units
94-824	Creating Results Oriented Programs	(spring/evening)	6 units
94-800	Negotiation	(fall/spring)	6 units
93-830	Disruptive Tech in Arts Enterprises	(fall)	6 units
91-800	Organizational Management	(fall/evening)	12 units
94-814	Evidence-based Management	(fall/evening)	6 units

	Leadership		
91-809	Organizational Change	(spring/evening)	6 units
94-837	Leading w/ Equity & Inclusion	(fall/spring)	6 units
91-869	Conflict Resolution	(spring/evening)	6 units
94-801	Acting for Management	(fall/spring)	6 units
94-800	Negotiation	(fall/spring)	6 units
94-811	Strategy Development	(fall/spring/evening)	6 units
94-854	Developing as a Leader	(fall/spring/evening)	6 units
94-883	Applied Ethical Analysis	(fall/evening)	6 units
94-890	Race, Politics and Policies in the U.S.	(fall/evening)	6 units

	Research and Data Analytics		
94-843	Research Studio: Arts Management & Technology	(spring)	6 units
90-823	Program Evaluation	(fall/spring)	12 units
94-728	Business Intelligence & Analytics	(fall)	6 units
94-834	Applied Econometrics	(fall)	6 units
94-828	Survey Design	(spring/evening)	6 units
94-802	Geographic Information Systems (GIS)	(fall/spring)	12 units
94-824	Creating Results Oriented Programs	(fall/evening)	6 units
94-870	Telling Stories with Data	(spring)	6 units
94-774	Business Process Modeling	(spring)	6 units

5.5.   Course Registration

You are registered for courses by Heinz Academic Services for their first semester. For the remaining semesters in the program, you should (with approval from their academic advisors) register for courses yourself.

You can log onto your [Student Information Online](#) (SIO, via the HUB) to view your registration times, plan your course schedules, and register for courses. Please note the following:

- A complete tutorial with step-by-step instructions is available at
  https://www.cmu.edu/hub/registrar/registration/index.html
- View the Heinz Course Catalog for course descriptions:
  https://api.heinz.cmu.edu/courses_api/course_list/
- 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, waitlist policies, and more.

6.   Systems Synthesis (Capstone)

The Systems Synthesis capstone project course is an essential component of the Core. Each year, we offer a selection of MAM-specific Systems Synthesis projects that are organized around a significant arts management
problem; the solution to which requires a mix of technological, economic, social and analytical skills. 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 with other Heinz College students in a group of 4 to 7 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 is designed to sharpen your problem-solving skills in working effectively as a team.

The Systems Synthesis capstone project courses are not organized as conventional classes but as group problem- solving meetings under faculty supervision. Each team is guided by a faculty advisor from the Heinz College and/or the College of Fine Arts.

Project proposals are submitted by faculty, staff, current students, alumni, and arts community stakeholders. Information on the proposal submission process (guidelines, resources, deadlines, voting selection, etc.) will be shared by your Program Director in the Spring semester of your first year. You will have an opportunity to vote on your top choices in August, prior to the start of the Fall semester of the second year. A comprehensive Systems Synthesis Guidebook containing information about best practices, guidelines, expected deliverables and other resources will be shared at the beginning of your Systems Synthesis course.

7. Summer Internship

The summer following your first year, you are required to attain an internship in which you gain 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.

International students are required to consult with the [Office of International Education](#) for eligibility for work authorization before starting or seeking an internship/co-op or consulting opportunity. International students will benefit from proactively reviewing OIE guidance regarding off-campus [work authorization](#). Off-campus work authorization processing times can take several weeks or months, and international students will benefit from starting the off-campus work authorization process as early as possible.

7.1. Securing an Internship

You are responsible for securing a suitable internship. The required course, Arts Management Professional Seminar, is designed to assist MAM students in gaining skills to help them acquire a summer internship. Topics covered in this course include cover letter and resume writing, networking, and interviewing.

The MAM Program staff and the Career Services staff (one of whom serves as an official career services advisor to the MAM program) aids students in the internship search by providing one-on-one counseling sessions and sharing listings for potential internships.

Note: Career Services will share some internship opportunities, but these are not the only internships that are available. You should not rely on these listings exclusively but should feel empowered to find and apply to internships they research online or acquire through their network.

7.2. 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 (for-profit) agency;
- The position should be arts management related, such as marketing, fundraising, programming, education and community engagement, finance, artistic operations, or other/general management areas;
- Has at least one full time paid staff member/supervisor; and
- Minimally, has the equivalent of 300 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 your internship begins, you must complete internship-related forms and surveys on Canvas–which is managed by the Heinz College Career Service Office–and receives approval by the Program Director and Career Services Advisor. The internship will be verified with your supervisor and then approved. You must notify your Career Advisor of any significant changes in your internship (length, location, hours of work, etc.)

F1 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 (for F-1 students) or Academic Training (for J-1 students). Processing CPT or AT 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. 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.

7.3.   Internship Registration, Deliverables, and Grading

Once the internship has been approved, students will automatically be registered for 94-900, Internship (0 units). At the end of the internship, your Career Services Advisor will request that your supervisor complete an evaluation form about your performance during the summer. You are also required to complete an evaluation survey as well as self-reflection statement describing how your internship fulfilled the educational goals of the program. A grade of "Pass/No Pass" will be issued upon successful completion of all internship requirements. If you do not successfully complete an eligible internship along with your survey and self-evaluation, you will not fulfill your internship requirement necessary for graduation.

7.4.   Internship Funding

7.4.1.   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 a completed *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, you must meet all the following requirements:
- Be enrolled as a regular student in an eligible program of study;
- Be eligible for Federal Financial Aid; and
- Be a U.S. citizen or Federal Aid eligible noncitizen.

More information about FCSWS can be found on the [Heinz Financial Aid website](#).

7.4.2. Internship Opportunity Fund (IOF)

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.

You 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)

You 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.

The Heinz Campus Groups [website](#) has more information about IOF.

8. Academic Year Practicum Opportunities

8.1. 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 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 ambassador for both programs. Students are paid $15/hour and may earn up to $5,000 per academic year if they qualify for work-study or up to $3,000 if they do not qualify for work-study.

8.2. 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 5.4](#) 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.*

8.3. MAM Research Center

The MAM program is also home to a research center: Arts Management and Technology Laboratory (AMTLab). 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).

8.4. 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.

9. Career Services

Each degree program is assigned a program-specific Heinz College career advisor to assist students with career services as they pertain to their 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. <u>You are encouraged to participate in as many events as possible</u>.

Please also read the MAM-specific career guide, which is updated and published every year. It is available for download from [Handshake](#) under the Resources tab.

9.1. 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 feeds ([MAM](#) [Facebook Group,](#) [@CMU_MAM on Twitter,](#) [@CMU_MAM on Instagram,](#) [CMU MAM Community](#) [Group)](#), as many jobs and internships are often posted there by MAM alumni and other professionals in the industry.

9.2. 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 can be in-person or virtual. 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.

10. Conferences

Most arts service organizations offer an annual conference where their members and affiliates convene to discuss best practices, network, and learn from others in the industry. We highly encourage that you attend one conference 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, such as the MAM/Heinz College Conference Fund or the Graduate Student Assembly Conference Fund. More information about conference funding, criteria, and appropriate deadlines can be found on the Heinz College Current Student's [Conference Funding website](). International students should consult with their [OIE Advisor]() regarding any [volunteer opportunities]() and whether work authorization is needed.

11. Joint Degrees and Exchange Programs

11.1. Accelerated Master's Program (AMP)

The Heinz College offers the AMP program for select 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 greater detail in the Heinz College AMP Guide, which is available from the Office of the Associate Dean or the Admissions Office. If you are an undergraduate student who is interested in the program, please contact the [Heinz College Admissions Office]().

11.2. 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 apply 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.

11.2.1. Dual Degree Requirements

The dual degree program is designed to be completed in eight semesters over four academic years instead of the five years required if pursued separately. During the first year, students study at either the Heinz College or the School of Law, taking the standard first-year curriculum of the respective institution. The second year requires full-time study at the other institution (while taking a leave of absence from the institution they attended in their first year). For the third and fourth years, students take courses at both institutions. In order to graduate with both degrees, students have to fulfill both institutions' degree and other requirements.

11.2.2. Sample Course Sequence

Year	School	Courses	Heinz Units	Law School Credits	# of Courses
1	Heinz	Core and Electives	114		8.5
2	Pitt Law	Required 1st Year		30	9
3	Heinz	Core and Electives	24		3
	Pitt Law	Electives		24	8
4	Heinz	Core and Electives	24		2.5
	Pitt Law	Electives		20	7

Total Taken	162 units	74 credits
Total Transferred	30 units	14 credits
Total Required	192 units	88 credits

For more information contact the Associate Dean's Office or the Heinz College Office of Student and Employer Services.

11.3. Exchange Programs

Carnegie Mellon University's Heinz College offers an exchange program with the **University of Bologna** (Italy) 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.

If you want to apply for an exchange program, you must 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.