



Carnegie Mellon University

2026 - 27 Master of Arts Management

MAM Handbook Addendum

Class of 2028

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Table of Contents

1. Introduction.....	4
2. MAM Mission Statement and Program Outcomes.....	4
2.1. MAM Mission Statement.....	4
2.2. MAM Program Outcomes.....	4
2.3. MAM Values.....	5
3. Summary of Key MAM Requirements.....	5
4. Departmental Personnel.....	6
5. MAM Curriculum and Program Policies.....	7
5.1. Academic Advising.....	7
5.2. Common Core.....	7
MAM Core Courses.....	8
Heinz Core Courses.....	9
Other Courses.....	9
5.3. Recommended Schedule of Courses.....	9
5.4. Electives and Interest Areas.....	11
MAM Specific Electives.....	11
Electives - No Prerequisites.....	11
Sample Elective Interest Areas.....	12
5.5. Course Registration.....	15
6. Number of Units per Semester.....	16
6.1. Normal Courseload Expectation for MAM Students.....	16
6.2. Unit Increase Policy.....	16
6.2.1. Requirements.....	16
6.2.2. Unit Increase Timeline.....	17
7. Systems Synthesis (Capstone).....	17
8. Summer Internship.....	18
8.1. Securing an Internship.....	18
8.2. Internship Standards.....	18
8.3. Internship Registration, Deliverables, and Grading.....	19
8.4. Internship Funding.....	20
8.4.1. Federal Community Service Work-Study (FCSWS).....	20
9. Academic Year Practicum Opportunities.....	21
9.1. MAM-CFA Fellows Program.....	21
9.2. Positions at Local Arts Organizations (FCSWS).....	21
9.3. MAM Research Center.....	22

9.4. Teaching Assistantships.....	22
10. Career Services.....	22
10.1. Job and Internship Postings.....	22
10.2. Experiential Trips and Network Nights.....	23
11. Conferences.....	23
12. Joint Degrees and Exchange Programs.....	23
12.1. Accelerated Master's Program (AMP).....	23
12.2. University of Pittsburgh School of Law MAM-JD Dual Degree.....	24
12.2.1. Dual Degree Requirements.....	24
12.2.2. Sample Course Sequence.....	24
12.3. Exchange Programs.....	25

1. Introduction

This handbook provides specific information on the curriculum and program requirements for the **Master of Arts (MAM) 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)
- [Carnegie Mellon Student Handbook](#)

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 enhance the capacity, effectiveness, expertise, and impact of leaders and organizations in the arts, culture, and heritage sectors. This is achieved through rigorous graduate education, applied research, engagement with the 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 and support the achievement of team goals by working effectively within diverse, interdisciplinary, and multicultural teams;
- Integrate historical, theoretical, and practical foundations to inform professional practice in an ever-evolving field.

2.3. MAM Values

- Individualized attention to the needs and aspirations of every student;
- A commitment to service, diversity, creative thinking, ethical leadership, and inclusive community;
- Relevance and adaptability in response to evolving arts, cultural, and heritage sectors from both national and international perspectives;
- Experiential learning that connects theory, practice, and professional development;
- Innovation, leadership, and entrepreneurial thinking in addressing challenges and opportunities in the field

3. Summary of Key MAM Requirements

1. You must familiarize yourself with the [University-Wide 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 and 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 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](#).

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	jabowser@andrew.cmu.edu
Dr. Sara Moussawi	Senior Associate Dean of Academic Programs	smoussaw@andrew.cmu.edu
Dr. Dan Green	Senior Director for Arts and Entertainment	dtgreen@andrew.cmu.edu
Angeline Sandor	Academic Advisor	asandor@andrew.cmu.edu
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 including Systems Synthesis (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. The 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 three Required Core Content Bins: Arts Enterprises Models, Arts Management 2nd Year Core, and Additional Data and Technology Requirement. The Arts Enterprises Models Core Content Bin requires 6 units; you must take one of the 6-unit classes to fulfill this Bin. Many students take the other class in the Bin as an elective.

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. On the table, Content Bins are indicated by a grey row. The courses listed directly below are the options for that Bin.

MAM Core Courses

93-703	Arts Enterprises: Structures & Strategies			12 units
	2nd Year Arts Enterprises Models (choose at least one of these courses)			6 units
	93-807	Museum Operations	6 units	
	93-811	Performing Arts Operations	6 units	
93-XXX	Arts Management 2nd Year Core minimum 6 units; most MAMs take more):			6 units
	93-863	Arts Management Consulting	3 units	
	93-721	Arts Management & Intellectual Property	3 units	
	93-808	Exhibitions Management	6 units	
	93-828	Advanced Topics in Fundraising	3 units	
	93-xxx	Arts Entrepreneurship	3 units	
	93-xxx	Arts Management Special Topics	3 units	
	93-812	Presenting Performing Arts & Festivals	6 units	
93-831	Law Fundamentals for Arts Managers			12 units
90-744	Financial Statements and Analysis for Arts Enterprises			6 units
93-847	Arts Management Professional Seminar I			0 units
93-849	Arts Managers Professional Seminar II			0 units
93-826	Fundraising and Individual Giving			6 units
93-827	Fundraising and Institutional Giving			6 units
93-821	Arts Marketing and PR			12 units

Heinz Core Courses

90-710	Applied Economic Analysis	12 units
90-707, 11, 77	Statistical Reasoning (depending on placement)	12 units
93-877	Strategic Communications for Arts and Entertainment	12 units
94-700	Organizational Design and Implementation	6 units
90-728	Introduction to Database Management	6 units
90-739	Systems Synthesis	12 units
90-723	Financial Statements and Analysis of Companies	6 units
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 (fall)
	91-729	Agentic AI in Practice (spring)
	93-830	Technologies Transforming the Arts
	94-802	Geographic Information Systems (6 of 12 units count towards bin)
	90-722	Optimization and Decision Modeling for Policy (6 of 12 units count towards bin)
	94-870	Telling Stories with Data

Other Courses

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

Total Units Required for Graduation:

192 Units

5.3. Recommended Schedule of Courses

The following table presents the recommended course sequence and minimum graduation requirement (192 units). Additional coursework is encouraged, especially during the second year of study.

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	90-744 Financial Statements & Analysis for Arts Enterprises	6
93-877 Communications for Arts Enterprises	12	93-826 Fundraising: Individual Giving	6
93-847 Arts Management Professional Seminar I	0	93-827 Fundraising: Institutional Giving	6
	0	93-821 Arts Marketing and PR	12
		93-849 Arts Management Professional Seminar II	0
		Elective	6
Total	48	Total	48

Summer: 94-900 Internship, 0 units

Fall semester – Year 2	Units	Spring semester – Year 2	Units
93-811 Performing Arts Operations (or 93-807)	6	9X-XXX Additional Data and Tech Bin	6
93-807 Museum Operations (or 93-811)	6	93-XXX 2nd Year Core Bin	3-6
93-XXX 2nd Year MAM Core Bin	3-6	90-739 Systems Synthesis (if not fall)	12
93-831 Law Fundamentals for Arts Managers	12		
94-700 Organizational Design & Impl.	6		
Electives or Bins	6-12	Electives or Bins	12-24
Total	48	Total	48

5.4. Electives and Interest Areas

In addition to the core curriculum, select electives that support your career goals and areas of interest. The following guidelines may help you choose electives:

- You need a *minimum* of 54 units of approved electives in order to graduate.
- Electives may be taken outside of Heinz College, however:
 - In order to take graduate courses outside of Heinz College that count toward 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 and count toward your graduation.
 - MAM students may take up to 24 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>
 - You must complete 156 of your 192 minimum units to graduate with Heinz College course (which means you can only take 36 total units outside of Heinz College)
- 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 and must begin with a XX.4xx or higher. 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

Electives - No Prerequisites

Course Number	Course Name	Semester Offered	Number of Units
93-832	Arts & Community Development	(fall)	6 units

93-704	Leading Complex Arts Organizations	(fall/weekend mini)	3 units
93-809	Public Art	spring 2027)	6 units
94-843	Research Studio: Arts Management & Technology	(spring)	6 units
93-844	Live Music: Touring & Revenue Streams	(spring)	6 units
93-814	Galleries & Auction Houses	(spring 2026)	6 units
93-804	Arts Education	(spring 2027)	6 units
93-846	Cultural Policy & Advocacy in the U.S.	(spring 2026)	6 units
93-830	Technologies Transforming the Arts	(fall)	6 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 may try interest areas that are not on this list. For a complete list of electives, please consult the [Carnegie Mellon Schedule of Classes](#).

<i>Marketing</i>			
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	<i>Marketing course at Tepper (see section 3.4)</i>		
51-xxx	<i>School of Design course</i>		

<i>Fundraising</i>			
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
<i>Arts and Cultural Policy</i>			
93-804	Arts 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
<i>Interdisciplinary Arts Programming</i>			
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 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			
<i>Community and Economic Development</i>			
93-804	Arts 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	<i>Course at University of Pittsburgh School of Education</i>		
<i>General Management</i>			
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
<i>Leadership</i>			
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
<i>Research and Data Analytics</i>			
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 the first semester. For the remaining semesters in the program, you should (with approval from your 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 5.4 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. Number of Units per Semester

6.1. Normal Courseload Expectation for MAM Students

Students typically take between 48 – 54 units per semester. To make normal academic progress for the MAM program, students must take 48 units per semester (for a total of 192 units).

6.2. Unit Increase Policy

First-semester MAM students will have a maximum of 48 units.

First-semester students may request a unit increase only if they apply for and are selected to participate in 90-700 Heinz Journal, which is worth 3 units.

Starting with their second semester, this will be raised to 54 units for all students who are in good academic standing. Students who are placed on warning or probation may have their unit increase reversed and an advising hold placed until they have met with their Academic Advisor.

Students who feel prepared to take on additional academic challenges beyond the standard course load may request a unit increase. They can do so by submitting a [General Petition Form](#), available on the Heinz College Current Student Website, to their Academic Advisor.

6.2.1. Requirements

Students demonstrating strong academic performance with a **3.5 Cumulative Quality Point Average (CQPA)** or higher may request to increase to 60 units. Any increase requests above 60 units will require additional approvals and are not guaranteed. Please contact your Academic Advisor.

Students who need to retake a course may be approved for a unit increase in order to make up the course and stay on track for graduation, regardless of their cumulative QPA.

6.2.2. Unit Increase Timeline

All MAM students in good standing will be increased to 54 units for their second and subsequent semester automatically.

Unit increases to 60 units for a student's second semester will only be processed after their first mini grades are posted and the students have achieved the 3.5 cumulative QPA requirement.

For future semesters, students who are at or above a cumulative CQPA of 3.5 can have their unit increase to 60 units approved after their mini grades are posted and the increase will go into effect the week after registration begins.

7. Systems Synthesis (Capstone)

The Systems Synthesis Project serves as the capstone experience for MAM students. Working in teams of 4–7 students, you will apply the knowledge and skills developed throughout the program to address a real-world challenge for an external client in the arts, cultural, nonprofit, or public sector.

Under the guidance of faculty advisors from Heinz College and/or the College of Fine Arts, teams will define a problem, conduct research and analysis, develop recommendations, and present their findings to the client through written and oral deliverables. The experience is designed to strengthen analytical, problem-solving, project management, and teamwork skills.

Unlike a traditional course, the Systems Synthesis Project is organized around team-based project work and faculty supervision. Project ideas may be submitted by faculty, staff, students, alumni, and community partners. Information about the proposal and selection process will be shared by the Program Director during the spring semester of the first year. Students will have an opportunity to express preferences among project options during the fall semester of the second year.

All MAM students complete a Systems Synthesis Project during the spring semester of their second year. A Systems Synthesis Guidebook outlining expectations, deliverables, timelines, and best practices will be provided at the start of the course.

8. Summer Internship

The summer following your first year, you are required to obtain 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 career opportunities. You may 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.

8.1. Securing an 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 you find through your own searches.

8.2. Internship Standards

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 receive 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.).

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.

8.3. 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.

8.4. Internship Funding

8.4.1. 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](#).

1. Internship Opportunity Fund (IOF)

The Heinz College Internship Opportunity Fund (IOF) supports Heinz College Masters students who pursue an unpaid or low paid summer internship that fulfills their program's internship experience graduation requirement.

The IOF holds various fundraising activities throughout the year to raise money to help provide this financial support. Funds raised each year are distributed to applicants taking low-paying or unpaid required summer internships. While it is not a requirement to participate in IOF fundraising activities, those students that actively participate in IOF fundraising will have the opportunity to strengthen their IOF application with that experience. The application is available to access in early Spring with the deadline and application link posted in CampusGroups. By signing up in CampusGroups for the IOF group, students will receive regular communications about IOF activities as well as the application and deadline.

The IOF is open to students in all Heinz College Masters programs that have a required summer internship component, regardless of the employer's sector. The average IOF award is \$1,500.

You are eligible for IOF funding if:

- You are currently enrolled in a Heinz College Masters program that has a summer internship graduation requirement
- Your summer internship that will be used to meet your graduation requirement is unpaid or very low paying
- Your summer internship does not pay through [FCSWS](#) (ex. for-profit organizations) or if you are not FCSWS eligible (ex. international students)

You are not eligible for IOF funding if:

- Your internship is a paid internship, including being paid through FCSWS.
- Your internship is not approved by the Career Services office.

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

9. Academic Year Practicum Opportunities

9.1. 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, 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 \$17/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.

9.2. 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.*

9.3. 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).

9.4. Teaching Assistantships

Teaching Assistant (TA) positions are given to master's students entering their third semester 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 [Heinz College Wide Handbook](#) for more information about teaching assistantships.

10. 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. 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. It is available for download from [Handshake](#) under the Resources tab.

10.1. Job and Internship Postings

- D-Lists: The career services office maintains career services distribution email lists, which are used to forward relevant job and internship postings.
- 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 @ CMU LinkedIn](#), [MAM Facebook Group](#), [@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.

10.2. 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, Johnstown, 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.

11. 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.

12. Joint Degrees and Exchange Programs

12.1. Accelerated Master's Program (AMP)

The Heinz College offers the AMP program for select undergraduates from Carnegie Mellon University, Chatham University, and Allegheny University. AMP students finish their undergraduate degrees in their senior year while beginning the MAM Program. During the senior year, students remain on undergraduate financial aid and pay undergraduate tuition. 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 Admissions Office. If you are an undergraduate student who is interested in the program, please contact the [Heinz College Admissions Office](#).

12.2. 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.

12.2.1. 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 requirements.

12.2.2. 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 Heinz College Office of Student and Employer Services.

12.3. 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 to discuss your course plan. The deadline to apply to the exchange program is February 15.